

**PPEA  
Proposal  
Step 2**

**May 21  
2009**

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**Proposal to Operate an Outdoor Environmental and  
Experiential Education Center and  
Related Facilities to Serve the Citizens of Northern Virginia**



**Submitted by:**

**Anna Birch— President  
21498 Blue Ridge Mountain Road  
Paris VA 20130  
Phone 800-877-0954  
Fax 540-592-3316  
[www.AdventureLinks.net](http://www.AdventureLinks.net)**



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May 20, 2009

Northern Virginia Regional Park Authority (NVRPA)  
5400 Ox Road  
Fairfax Station VA 22039

Dear NVRPA leaders,

We are delighted to have the opportunity to partner with you to serve the communities of Northern Virginia and beyond at Hemlock Overlook Park. Thank you for the effort you have placed into the process of securing the future of this natural, educational, and recreational resource; we are excited at the possibilities this endeavor holds.

The following proposal outlines our commitment, confidence, and capacity to best realize the incredible potential of the NVRPA and Adventure Links alliance. Both philosophically and tactically, we are positioned to realize the programmatic potential at the park and through revenue sharing and aligned strategic missions, create an optimal situation for all.

We thank you for selecting Adventure Links to continue into Step 2 of the PPEA process and we look very forward to meeting all of you in person at our June interview. If you have questions prior to the date of the interview, we are always available to speak with you at the contact number below. Again, thank you for your consideration of our proposal.

Sincerely,

Anna L. Birch  
Adventure Links  
President  
[anna@adventurelinks.net](mailto:anna@adventurelinks.net)  
800-877-0954

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## Executive Summary

### Purpose

Adventure Links is an established, fully equipped provider of experiential education, outdoor adventure, and team development training in Northern Virginia. This proposal details how Adventure Links will align our business execution with Northern Virginia Regional Park Authority's (NVRPA) five-year strategic plan and demonstrates how Adventure Links is ideally positioned for a successful partnership. Adventure Links has the programming and core philosophy to support NVRPA's mission to engage the public in natural, cultural and historic resource preservation while offering continued quality service to current and neighboring NVRPA jurisdictions.

The following factors, followed in more detail with this proposal, make Adventure Links the ideal partner to assume experiential and outdoor education operations for the Northern Virginia Regional Park Authority (NVRPA) at Hemlock Overlook Park.

- 1) **Existing market share.** Adventure Links has captured a significant share of the Northern Virginia market for experiential learning and outdoor adventure programs. For more than a decade, we have cultivated constructive, long-term relationships with clients including the Fairfax County Park Authority, Loudoun County Parks and Recreation, Arlington County Parks and Recreation, Arlington Mill Community Center, Falls Church Parks and Recreation, and the Reston Association. A host of public and private schools, community groups, as well as a growing list of corporate clients, contract with us to provide tailored programming in leadership development, environmental education and organizational team building. As a testimony to our area presence and the local confidence in our services, we have received an increasing volume of inquiries from existing clients of Hemlock Overlook who have heard of the transition.
- 2) **Evidence-based experiential learning executed with business acumen.** Adventure Links is fueled by a passion for the impact of outdoor experiential learning, but our business has thrived because of low staff turnover, efficient operations, and demonstrated flexibility to adapt to client needs. This combination of evidence and efficiency will make us an ideal point of service for NVRPA constituents of all ages, drawing more park users in ways that forward NVRPA's strategic goals. Because Adventure Links currently markets programs to NVRPA audiences, a seamless transition will, in a relatively short period of time, produce revenue for NVRPA while stimulating youth development, environmental stewardship and facilities improvement. This proposal details how Adventure Links will expand and diversify programming while generating exposure, revenue, and stewardship of NVRPA resources over the next five years. The proposal also highlights our plan to build our organizational capacity for program evaluation, building public and private partnerships over time to more rigorously measure outcomes of new and existing programs.
- 3) **An integral connection to the community.** Because our services are rooted in education and interpersonal development, we have forged and rely upon trusted relationships within the community to gather information about educational needs, trends, and subsequently, we are able to continually leverage the opportunity for our programs to fill a critical niche in regional learning opportunities. Examples include programming that meets the State of Virginia's SOL requirements (History and Social Science Standards and Science and Environmental Education) and the custom tailored education services for private schools.

4) **A consistent, progressive presence.** Adventure Links will headquarter operations at Hemlock Overlook, investing a potential of \$126,000 in 2009-2010 capital improvements, including facilities for overnight programming, storage, environmentally conscious building improvements to existing structures, and appropriate program equipment. By relocating all of its facilities to NVRPA grounds and operating its entire existing business there (as well as the Hemlock program), NVRPA can gain comfort in Adventure Links' long-term commitment to programming at Hemlock Overlook.

5) **Investment in innovation.** At a critical juncture in education reform, Adventure Links recognizes growing policy and national support for experiential learning as an operative and effective medium to address critical challenges and gaps in youth development. This proposal provides the framework for innovative, evidence-based programs that will offer new learning resources to a broad cross-section of NVRPA constituents. In addition to expanding youth camps and corporate programs at Hemlock Overlook, the proposal details plans to a) expand tailored, inclusive programming, b) provide a laboratory to prepare and advance young professionals for leadership in experiential education, and c) professionally develop Hemlock Overlook as a premier provider of programs that educate constituents on the preservation of natural, cultural and historic resources in their own backyard.

6) **State-of-the-art marketing.** Our relationship-based marketing strategies are built on strong ties to the communities we serve. Our marketing and evaluation plans emphasize 1) open communication and collaboration with school groups, local recreation departments, and parents, and 2) a fundamental understanding of the demographics of Northern Virginia. Participants recount inspiring, life-changing experiences and engage in longstanding partnerships with Adventure Links. The stories speak for themselves and our loyal clients serve as enthusiastic ambassadors of our message; word-of-mouth referrals represent one of our leading sources of new clients. In addition, we have harnessed the power of online direct marketing, providing a clear path to engage children, adults and corporations in our programs. Our marketing plan, included in this proposal, details the following key objectives:

- a) We will promote NVRPA as an established leader in recreation and conservation by collaboratively communicating value and opportunities to the public and delivering a diversity of experiential and educational offerings at Hemlock Overlook
- b) We will fully leverage the brand recognition of NVRPA, Hemlock Overlook and Adventure Links by seamlessly deploying our business, marketing, and administrative infrastructure and alliances
- c) We will execute relationship-based marketing techniques by employing non-traditional tactics and maximizing our most productive growth avenues— client referrals and targeted online messaging

The NVRPA Five-Year Strategic Plan provides an excellent blueprint for growth through experiential education and outreach. Its spirit and trajectory are congruent with Adventure Links' core values, mission and service – learning orientation. This proposal outlines significant potential for a partnership that forges a community ethic of environmental stewardship, youth development and effective resource use. It is a partnership that would truly honor the natural beauty, history and cultural significance of the Hemlock Overlook site.

## **Fees and Hours of Operation**

## **1. Programs, Fees and Hours of Operation**

**A detailed description of the programs and operations proposed for the park, including proposed use fees and hours of operation. Fees shall include any differential pricing for students, senior citizens, residents of NVRPA's member jurisdictions, etc.**

For all Program Descriptions: ***See Attached— Appendix A***

For all Proposed Use Fees and Differential Pricing: ***See Attached— Appendix B***

### **Team Development, Leadership and Ropes Course Programming**

#### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8 am-6 pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly inform the hours of operation.
- Times of year for programming: March- November

### **Primitive Teachings and Native American Interpretive History Center**

#### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8 am-6 pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly inform the hours of operation.
- Times of year for programming: March- November

### **History and Social Science SOL Consistency**

#### **Consistent with Standards: 2.2, VS.2e, USI.3b**

Experientially immersing children in the activities, skills, crafts and technologies of the American Indian provide a critical link to the natural resources surrounding us. Additionally, the introduction to authentic and accurate practices of this culture provide an interpretive platform to engage and invest youth in the preservation of heritage while sparking an interest in the natural history alive around them. Our primitive teachings programs skillfully introduce a blend of hands-on activities and demonstrations in tool making, friction fires, shelter building, techniques in cordage, hides, trapping and basket making. By crafting an engaging experiential lesson while integrating the historical data, youth are captivated and lessons are transferred.

*\*Refer to letter on following page regarding intent to further develop a Native American Interpretive History Center at Hemlock Overlook*



**STRATEGY • ADVOCACY • RESULTS**

499 South Capitol Street, SW, Suite 600  
Washington, DC 20003  
P: 202.488.8001  
F: 202.488.8003  
2700 North Third Street  
Suite 2008, Phoenix, AZ 85004  
P: 602.258.5858  
F: 602.258.2685  
[www.landry-creedon.com](http://www.landry-creedon.com)

April 30, 2009

Northern Virginia Regional Park Authority (NVRPA)  
5400 Ox Road  
Fairfax Station VA 22039

I am writing in strong support of Adventure Links as a partner to NVRPA for the Hemlock Overlook facility and operations. I have had the good fortune of working with Adventure Links for several years and impressed with their company, in particular their work with Native American cultures and the design of relevant and accurate experiential programming.

My professional career has been dedicated to working with Indian cultures. It is a critical part of our history as American citizens. Unfortunately, their history has been distorted in many regards and they have been relegated to second-class citizens. Adventure Links has sought to incorporate Indian traditions into their company in the education of the next generation. Their staff is educated in these primitive, yet important cultures that are critical to our history as Americans. Adventure Links has incorporated some of these Native traditions and position them as integral components in their school programs and summer camps.

It is my understanding that if Adventure Links is awarded the contract to manage the Hemlock property they will incorporate many Native American components into and around the property. They have gone so far as to lay the foundations to develop a Native American cultural center as an experiential resource to the community. Obviously, for someone that has long been dedicated to seeing these indigenous cultures preserved for future generations, I wholeheartedly endorse this project. I also wholeheartedly support Adventure Links in their proposal for this partnership with NVRPA.

Finally, I think it is important to note that I have not served as a consultant to Adventure Links and write this on my own behalf. More important than that, it is critical that we protect and enhance opportunities for children to learn about Native American cultures before they are lost forever. Adventure Links has already established a name for themselves in Northern Virginia as a preferred experiential service provider and with that is a unique ability to access our community members and provide this relevant educational program.

Thanks in advance for your consideration of this important request. If you have any questions or concerns, please don't hesitate to contact me at [bobholmes4@aol.com](mailto:bobholmes4@aol.com) or (202) 256-6566.

Sincerely,

*Bob Holmes*



## **Environmental Education**

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8 am-6 pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly inform the hours of operation.
- Times of year for programming: March- November

### **Science and Environmental Education SOL Consistency**

In addition to the programs described below, Adventure Links supports the continuation of the current environmental education programs in place at Hemlock Overlook. We have discussed this option with Hemlock staff and it is our intent to retain the staff members currently responsible for developing and implementing environmental programming at the park.

#### **Envirocise (6th— 10th Grades)**

##### **Consistent with Standards: 6.9, ES.7 and LS.12**

The Envirocise program blends the two powerful mediums critical to rising teenagers and high school age youth- personal relationships and environmental responsibility. 'Enviro' refers to the outdoor medium as well as the specifically designed environmental lessons integrated throughout the program. 'Cise' speaks to a physical and active engagement in their learning process as they have a shared experience and subsequent dialogue on their participation, trust and connection to others. Leadership, acceptance of diversity and the ability to effectively communicate are pivotal cornerstones of this dialogue.

#### **River Study Program (5th— 9th Grades)**

##### **Consistent with Standards: 6.7, ES.7 and MWEE**

The Adventure Links River Study Program consists of four co-curricular components:

- **Water Quality Analysis:** the collection, identifying and analysis of macro invertebrate samplings to determine water quality and make predictions
- **Living Cultural Studies:** demonstrations and hands-on activities in the stone tools, friction fire techniques and other natural resources uniquely used by indigenous tribes of Northern Virginia
- **Adventure Education:** students are taught basic canoe strokes, techniques and the skills of river reading as they experience the adventure portion of their educational experience canoeing a section of a local river that feeds the watershed
- **Plant Identification:** as students travel along a flourishing natural river bank, they discover that what they considered 'weeds' have nutritional, medicinal and historic value as well as contribute to the life cycles of the river

#### **MWEE (Meaningful Watershed Educational Experience)**

The "Stewardship and Community Engagement" Commitment of the Chesapeake 2000 agreement set the requirement in place that, beginning with the Class of 2005, every school student in the watershed participate in a meaningful Bay or watershed experience prior to graduation from high school. A qualifying MWEE often includes a full-day field experience outside the classroom that can be integrated into a longer-term project linking to classroom time. Adventure Links has successfully linked the above River Study program to co-curricular annual class projects and has designed the River Study to be an expansion, culmination and experiential affirmation of the lessons learned.

## **Go Green! (6th— 8th Grades)**

### **Consistent with Standard: ES.7**

The Go Green! program design is a cross-curricular integration of collecting and analyzing information, and reporting this information to a panel. In addition, students create an overall budget, marketing message and deliver the action plan to the school community. Topics discussed include: Food, Water, Energy, Transportation, Renewable and Non-renewable Resources, and Environmental Impact. By developing objectives and goals with the SMART tool (specific, measurable, achievable, realistic, and timely), students choose three green actions to follow to completion at their school. In addition to the scientific, resource management, and environmental data necessary to collect and understand, students prepare and execute a presentation to a review panel and develop multimedia and interactive marketing messages supporting their program.

## **Life Systems and Processes Scavenger Event (Grades 3rd— 5th)**

### **Consistent with Standards: 3.4, 3.5, 4.5, 5.5**

The Scavenger Event is a pliable program design that incorporates plant and animal identification, hands-on stations, and experiential engagement in lessons relating to habitats, life cycles, adaptations and survival patterns. Immersed in their active pursuit of information and “points”, the incorporation of predator/prey and camouflage activities, and the collection of clues and information, students forget they are “in class.” The above can be adapted to a variety of SOL’s but our current programs have been designed for Life Systems curricula.

## **Base Camp for Outdoor Adventure Programming**

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly inform the hours of operation.
- Times of year for programming: March- November

## **Overnight Programming- both onsite and offsite**

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly inform the hours of operation.
- Times of year for programming: March- November
- Future improvements by winterizing the lodging will expand this to year-round programming

## **Summer Programs**

### **Daily Hours of Operation and Times of Year**

- The summer hours of operation are 7am-6pm. However, due to the overnight portion of our summer programming, we have an emergency pager as a precaution. Our hours are driven by the specific summer program scheduling.
- Times of year for programming: Mid-May through early September

**Advanced Training Conference Center for Professional Development**  
**Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8 am-6 pm. However, these hours are highly flexible based upon the needs and programming scope of the training program. The specific length and content of each program directly inform the hours of operation. The above training programs often encompass several days where staff and personnel remain available on a multi-day programming basis.
- Times of year for programming: Year Round

## Potential Users

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## **2. Analysis of the Potential Users of the Facility**

**A detailed analysis of the potential users of the facility, including age group, location and affiliation (i.e. school groups, individuals, business groups, etc.).**

User Day Percentages by Type- *See Attached— Appendix C*

### **Highest Current and Potential Users:**

#### **Public Schools**

Ages: 3rd- 12th Grade (predominantly 5th-9th Grade)

Location: Mid-Atlantic and East Coast

Predominantly day trips for classes including, but not limited to: team development courses, Earth and Primitive Skills, Stewardship and Environmental Studies, SOL-based curricula, and experience-based learning targeting specific educational and field study goals. We are able to provide field trips and high value learning experiences for children outside classroom walls.

#### **Private Schools**

Ages: 5th- 12th Grade

Location: Mid-Atlantic, East Coast, national reach with multi-location institutions

Private school class trips are predominantly multi-day experiences combining education, adventure and community building. Approximately 90 percent of our Private School users are multi-day with approximately 75 percent of these users committing to multi-year contracts. Adventure Links is seen as an indispensable pillar to the field and experiential studies of our Private School clientele. The ability to nationally expand this user type has, and will continue, to grow.

#### **Summer Campers**

Ages: 8-17

Location: Predominantly Northern Virginia but camp program draws regionally, nationally and internationally  
With twelve years of camp programming, Adventure Links has established an extremely loyal customer base centered in the jurisdiction of NVRPA. We have provided outdoor educational and experiential camp programming to a wide age group. We've reached our potential users through well positioned marketing and established alliances to expand that reach within Northern Virginia. Established as a recognized premier youth program in this area, we have acquired the knowledge to maintain clients for a much longer life cycle. This program appeal has created strong retention rates and our client referral rate produces notable annual growth. Summer campers are one of our most loyal of all potential users.

#### **Residential Camp**

A high potential facility use is the establishment of a residential camp program at the Hemlock Overlook facility. Integral to the success and growth of the Adventure Links' summer programs has been an ability to maintain the retention of our clients by offering a diverse and appealing progression of camp experiences. Adding another level of camper participation that falls between a Day Camp experience and our current one week expeditionary style Overnight Camp experience will capture a loyal market of current and potential clients. Additionally, the establishment of a Residential Camp program at Hemlock Overlook will maximize the use of a facility that has historically decreased during the summer months.

#### **Parks and Recreation**

Ages: All (predominantly youth ages 8-17)

Location: Arlington, Fairfax, Falls Church, Loudoun, Prince William, Vienna with the potential scope expanding to Tri-State locations

Adventure Links is well positioned as a vendor and partner through our alliances and access to Northern Virginia Parks and Recreation users. Not only do our programs generate interest and loyalty but provide revenue sources for entities with which we partner. The cooperative relationship with Parks and Recreation lends outdoor and educational program credibility to constituents provides enriching programs that the public seeks, and has established Adventure Links as a recognized and trusted name in the public sphere. We continue to access profound numbers of clients and provide targeted and effective programming.

### **Community Centers**

Ages: All (predominantly youth ages 8-17)

Location: Arlington, Fairfax, Falls Church, Loudoun, Prince William, Vienna with the potential scope expanding to Tri-State locations

Similar to our ability to serve clients of the parks and recreation system, we fulfill a similar role with Community Centers wishing to enhance or expand offerings to the public.

### **Girl and Boys Scouts**

Ages: 8-17

Location: Northern Virginia and Tri-State area (Maryland, Virginia, West Virginia)

Adventure Links is a preferred and approved Vendor for the Girl Scouts of the Nation's Capital. Our program appeals to a variety of scout groups and provides a more technical or extensive activity to maintain interest and participation in their troops and programs. We have found that providing larger scale services to encampments allow us to maintain affordability for this population who are often individually paying for our services. Additionally, we are able to creatively narrow the scope of services with this set of users to most effectively enhance their field experience while still allowing troop leaders to fully engage, participate and guide their youth's experiences. Scout clientele are loyal and predictable clients that return year after year and enjoy the progression and diversity of offerings with Adventure Links.

### **Next Highest Current and Potential Users:**

#### **Other Camp Programs**

Ages: 8-17

Location: Northern Virginia, Mid-Atlantic

Adventure Links works with several Mid-Atlantic camp programs that have increased their enrollment and program diversity by offering our services to their camp participants. This current user group creates a group sales model that expands each year. We are viewed as a premier service provider and revenue generator for area camp programs versus a competitor. We have also created a discount model for those organizations or camps that wish to serve as re-sale agents of our programming.

#### **Church Youth Leadership or Ministry**

Ages: 13-17

Location: Northern Virginia, Washington DC

This set of users is drawn to the community building and leadership development opportunities available through our program. Rarely do these organizations possess resources or expertise to offer the adventure or ropes course components but they strongly desire ropes course or adventure outings as enhancements to Youth Ministry programming. As well, we continue to generate higher user ship through the growing attention paid in the news and legislation to the imperative need to immerse youth in nature.

### **Non-Profit**

Ages: Youth and Adult

Location: Northern Virginia, Washington DC, East Coast, and national

In the non-profit sector, there is a high frequency of mission alignment and Adventure Links serves to amplify and provide experiential platforms to strengthen their message and objectives. We are able serve both the serviced clients and executive leadership teams of non-profit entities.

### **Universities**

Ages: 18-25

Location: Mid-Atlantic, East Coast

The greatest draw for University participation is Student Orientation. Two subsets of users exist- the leaders and the sets of new students annually. Often such programs are single day; however, there is capacity to integrate the technical expertise of Adventure Links into multi-day wilderness immersion programs for incoming students. In addition to the above use, we have successfully attracted outdoor clubs, business classes, alumni groups, and other student-led university groups. The possibility of delivering higher level programs to university leadership is also viable.

### **Government and Military**

Ages: Adult

Location: Washington DC, Northern Virginia, Mid-Atlantic and national

We have seen a rise in both government and military programs. Our executive level team development attracts national military leadership as integral providers of team development activities and meeting facilitation. Additionally, we have seen an overwhelming response to a National Military Family Association grant- funded attendance to Adventure Links Summer Camp. We have 90 campers enrolled, with a total of 93 campers on the waiting list for the program. The expansion of this program in subsequent years is likely as well as access to other similar military programming.

### **Individuals**

Ages: Adult

Location: Mid-Atlantic, East Coast, national

Adventure Links has partnered with entities with a large national and regional reach to offer quality adult adventure programming such as Recreational Equipment Incorporated (REI). A key to understanding the individual participant is to effectively communicate safety, camaraderie and outcomes. In recent years, we have substantially grown the frequency of individual and family programs through Stewardship experiences and higher level technical courses in rock climbing, kayaking and backpacking.

### **Small, Mid, and Large Size Companies**

Ages: Adult

Location: Washington DC, Northern Virginia, Mid-Atlantic and national

By remaining flexible, adaptive and responsive to corporate user potential provides opportunity to diversify program offerings and leverage corporate and organizational program attendance. The location of Hemlock Overlook makes single day events viable and convenient. As well, the ability for Adventure Links to deliver high level strategic and leadership consultation expands the number of clients we can reach with our programming. Delivery of corporate retreats , new team integration, sales and leadership training, and launches of initiatives or campaigns, are samples of the avenues to reach and appeal to this clientele. It is also a critical marketing step to remain active and engaged in networking opportunities throughout Metro DC and nationally to maintain access to decision-makers within companies and establish alliances and collaborative partnerships to continue to expand this market.



### **Athletic Teams**

Ages: Youth (ages 13-17) and University (18+)

Location: Washington DC, Northern Virginia, Mid-Atlantic and national

Youth and university athletic teams have secured our services for the Competitive Advant'EDGE' program. Strategies to attract this population of users are team development training as a pre-season launch, leadership seminars for team captains, or teams integrating a new influx of athletes. Developing the above program as a service product has a vast capacity for growth due to the sheer number of team sports and ease of access to a captive audience.

### **Teachers and Outdoor/Environmental Educators**

Ages: 25+

Location: Quad-State (Virginia, Maryland, West Virginia, Pennsylvania)

Affiliations: Public and private schools, university outdoor education programs, AEE members, and camp programs

Educating educators is a means to converting a service/product into a movement. Teaching the fundamental practices of experiential education and providing access to relevant technical training advance leaders and educators. The proposed Advanced Training Center would formalize this process for Adventure Links and create a destination training facility regionally and nationally. We currently offer trainings to teachers in experiential education and offer technical trainings in wilderness medicine and skill-based certifications to outdoor educators.

### **Lowest Percentage of Current Users:**

#### **Learning Different Youth (launched as specifically targeted program in 2009)**

Ages: 8-17

Location: Short term: Northern Virginia Long term: Regional and national reach

Affiliations: Strategic partnerships with advocacy networks, schools, service providers, referral programs and state/federal agencies

Adventure Links has secured alliances to launch targeted programming to provide enriching and appropriate experiences for special needs populations. The combination of a staff experienced in child development and advocacy consultants provide the platform necessary to achieving successful outcomes for children in need of specific social and educational atmospheres.

### **Elder Hostel or Seniors**

Ages: 65+

Location: Northern Virginia, Mid-Atlantic

Affiliations: Active senior communities, Elder Hostel programming, NEST program of Fairfax County, Parks and Recreation programs, state/federal agencies

This is a population often overlooked for outdoor, experiential, and environmental opportunities. Key components of establishing higher user days of this population: more leisure time, a population seeking other active seniors, and a strong interest in building community and connection. Although the NEST (Neighborhood Ecological Stewardship Training) program launched in Fairfax County appealed to a variety of age groups, it had very strong appeal to older populations more rooted in both the region and its landscape. We can learn a great deal from the success of NEST and model components of this program to gain the appeal of residents.

## **Implementation Schedule**

### 3. Proposed Uses Implementation Schedule

#### Implementation Schedule of Proposed Uses and Operations

- **Team Development, Leadership Training and Ropes Course Facility**  
Within the first two weeks of operations and award of partnership, Adventure Links would be prepared and have available a team of trained program staff to facilitate Low and High Ropes Course and Team Development Programming.
- **Environmental Education and Primitive Teachings Education Center**  
Due to the portable component that is already in place and central to the programmatic expertise of Adventure Links, we would be prepared to provide the above program immediately.
- **Base Camp for Outdoor Adventure Programming**  
Hemlock Overlook could immediately serve as a base camp due to the very nature and portability of outdoor adventure programming.
- **Overnight Programming Facility- both onsite and base camp for offsite**  
Following the initial and immediate site survey and subsequent action items for critical path amenities for clients, Adventure Links would be prepared within the first month of award of partnership to launch overnight and multi -day programming for groups.
- **Summer Camp Programming Facility**  
Adventure Links would be positioned to provide a fully operational, regionally recognized and well established Summer Camp program launch in June, 2010.
- **Advanced Training Conference Center for Professional Development**  
Adventure Links has already been a professional provider of advanced training at the Hemlock Overlook facility. Upon award of partnership, Adventure Links would be prepared to offer advanced training opportunities within the first six months of operations.

#### Operations and Scheduled Implementation

##### Customer Service and Marketing

- **Within Two Weeks of Partnership Award**
  - Communication, customer service and updates to all Hemlock Overlook legacy clients as well as announcement to all Adventure Links clients
  - Task Owner/s: Contract Program Director, Corporate Program Director, Office Manager
- **On Site office set-up**
  - Task Owner/s: Facility Manager, Office Manager and Administrative Team
- **Immediate implementation of current office site to provide seamless transition of client service**
  - Task Owner/s: Entire Administrative Team and Office Manager
- **Launch of Public Relations Campaign**
  - Press Releases
  - Immediate edits to all online Search Engine Marketing campaigns
  - Website updates, changes, and content changes
  - Launch re-design of marketing materials, proposals and client communication documents

- Schedule Open House to showcase NVRPA and Adventure Links' partnership to current and prospective clients
  - Engagement of PR consultant to produce intentional and methodical launch
  - Announcement through all affiliations such as ACA, AEE, Children and Nature Network, No Child Left Inside Coalition, school systems and client lists
  - Task Owner/s: Contract Program Director, VP of Strategy, President
- Implementation of strategic Marketing Plan schedule as defined in PPEA document
  - Task Owner/s: Marketing Director, Contract Program Director, President, Director of Operations, VP of Finance and VP of Strategy
- **Within one Month of Partnership Award**
  - Fully operational, networked office site
    - Task Owner/s: Facility Manager, Office Manager, VP of Strategy
  - Professional client management and scheduling system in place and functioning
  - Launch of programming in accordance with proposed Program Implementation Schedule
    - Task Owner/s: Entire Administrative Team
  - Development of cooperative marketing strategy with NVRPA to maximally promote awareness of new partnership and re-engage community in Hemlock Overlook programs
    - Task Owner/s: Marketing Director, President, VP of Strategy, Contract Program Director

## **Facility and Ropes Course**

- **Within Two Weeks of Partnership Award**
  - Development of a written Facility Management Plan for Facility Manager to implement
    - Task Owner/s: VP of Strategy, Director of Operations, Facility Manager
  - Comprehensive review of Low, High and Total Team Challenge Course Elements and development of written course management plan
    - Task Owner/s: VP of Strategy, Director of Operations, Facility Manager
  - Design and schedule comprehensive Training of Low, High and Total Team Challenge Course Elements
    - Task Owner/s: Staff Director, Director of Operations, VP of Strategy
  - Establish functionality and operation of all Programmatic critical path amenities:
    - Dormitories
    - Staff Housing Areas
    - Gear and Equipment Storage
    - Bath House
    - Kitchen and Main Lodge
    - Grounds
    - All other operational necessities- well, septic, electric, etc...
    - Task Owner/s: Facility Manager, Director of Operations
- **Within Four Months of Partnership Award**
  - Full transition of Adventure Links assets and initial site enhancements from current Paris, VA location to Hemlock Overlook
    - Task Owner/s: Facility Manager

## **General Operations**

- **Within Two Weeks of Partnership Award**
  - Review of all available policies and procedures of NVRPA and Hemlock Overlook
    - Task Owner/s: Entire Administrative Team
  - Coordination with American Camp Association to establish schedule to review and award continuation of ACA Accreditation for operations at Hemlock Overlook
    - Task Owner/s: VP of Operations
- **Within One Month of Award Partnership**
  - Development and implementation of communications structure between NVRPA and Adventure Links
    - Task Owner/s: President, VP of Strategy
  - Execution of catering and food service scheduling and contract between NVRPA catering division and Adventure Links if mutually viable
    - Task Owner/s: Contract Program Director, Director of Operations, VP of Strategy, VP of Finance
  - Fully executed and comprehensive administrative and program staff training on all operations and ropes course elements at Hemlock Overlook
    - Task Owner/s: Staff Director, VP of Strategy, Contract Program Director, VP of Operations
  - Fully integrated accounts payable to include pending and scheduled clients from previous Hemlock Overlook operations
    - Task Owner/s: Contract Program Director, VP of Finance
  - Execute expense and revenue tracking integration with current Adventure Links accounting systems
    - Task Owner/s: VP of Finance

## **Legal/Insurance**

- **Immediate (within two weeks of award of partnership)**
  - Execution of all necessary adjustments, amendments, updates, and assignments of additional insured with Adventure Links Commercial Liability Policy
    - Task Owner/s: President
  - Edit all indemnification and online documentation as advised by legal counsel and policy underwriter
    - Task Owner/s: President, VP of Finance
  - Schedule meeting with local Homeowner's Association or representative to:
    - Introduce Adventure Links as new partner
    - Answer questions, address concerns
    - Integrate direct feedback into site management and operational plan
      - Task Owner/s: VP of Strategy

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## **Usership and Budget**

#### **4. User Ship per Day, Month and Year**

**A detailed schedule noting projected user ship per day, month and year for each program and facility over the first five years of operation.**

***See Attached— Appendix D***

#### **5. Operating Budget for the First Five Years of Operation**

**A detailed line item operating budget for the first five years of operation, including all projected revenues and expenses.**

***See Attached— Appendix E***



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## **Full and Part-Time Staff**

## **6. Description of all Full and Part-time Staff**

**A description of all full and part-time staff, including job responsibilities, required experience and proposed salaries and benefits.**

### **Adventure Links Staffing Overview**

President of Strategy and Corporate Account Manager  
VP of Finance and Data  
VP of Strategy and Marketing  
VP of Operations  
Program Director  
Staff Director  
Facility and Fleet Director  
Program Research and Development Consultant  
Primitive Skills Trainer and Demonstrator  
Office Manager  
Lead Contract Staff  
Lead Instructor  
Assistant Instructor  
Marketing Representative

### **Full Time Staff**

#### **President of Strategy and Corporate Account Manager**

**Job Description:**

The President of Strategy and Corporate Account Manager guides the overall vision and strategy of Adventure Links and oversees the sales, program design and implementation of high level corporate client accounts.

**Required Experience:**

- Ten years experience in a director or leadership position in outdoor education or related industry
- Strong communication and organizational skills and ability to interface with executive clients
- Ability to construct and deliver internal and external executive retreats
- Possess a strong entrepreneurial spirit and extensive operating experience
- Practical experience in implementing strategic and marketing plans
- High level of problem-solving and analytical skills
- Strong writing skills in sales proposals and company-wide project management documents
- Outstanding relationship and alliance building skills
- Ability to rapidly gather and organize relevant market data

**Responsibilities:**

- Design, continually evaluate and adjust Adventure Links' Strategic Vision
- Conduct bi-weekly administrative strategy meetings
- Work closely with VP of Strategy and Marketing to analyze critical numbers
- Design and deliver quarterly internal Administrative Team retreats
- Integrate current and relevant strategic analysis and market data into Marketing Plan
- Work closely with VP of Finance to inform financial tracking, analysis and decisions
- Set and achieve quarterly, annual and five year strategic goals
- Executive client sales and proposal writing
- Design and delivery of executive training, retreats and high level facilitation

- Establish strategic alliances and promote access to a variety of networks
- Serve as ambassador to executive networks locally, regionally and nationally

**Salaries and Benefits:**

\$60,000- \$90,000/year plus 3 weeks paid vacation, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**VP of Finance and Data**

**Job Description:**

The VP of Finance and Data is responsible for designing and implementing financial tracking and analysis. In addition, this administrator oversees the proper management of data, internal networking, security and execution of website functionality and development.

**Required Experience:**

- MBA or Bachelors in Business, Accounting or Finance or related experience
- 3 years experience in Accounting or Finance management
- Ability to demonstrate strong analytic and strategic planning skills
- High level of competency with accounting software and reporting programming
- Demonstrated competence in MySQL, Crystal Reports, and XCelsius
- Skilled in the use of PHP and Dreamweaver DS3
- Effective working knowledge of Windows 2000 Server
- Ability to produce and analyze financial reports and projections
- Highly proficient in QuickBooks 2009 and QuickBooks customer manager
- Competence in managing internal networking systems
- Graphical proficiencies in Adobe Illustrator, Photoshop and Acrobat Professional

**Responsibilities:**

- Generate key operational, managerial, administrative, and expense reports
- Interface single and cross-platform customer and financial data for administrative projections and planning
- Produce data and marketing analytics and projections
- Expense and payroll tracking
- Overall payroll management
- Oversee internal networking and server functionality
- Create seamless access and centralized customer management tools for tracking and projections
- Project management of in-house web development
- Administer and manage network and domain security

**Salaries and Benefits:**

\$60,000-\$85,000/year plus 3 weeks paid vacation, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**VP of Strategy and Marketing**

**Job Description:**

The VP of Strategy and Marketing is responsible for assisting with the strategic vision and marketing plan for Adventure Links and implementing the systems by effectively managing the Administrative Team.

**Required Experience:**

- MBA or Bachelors in Business, Finance, or Management
- Strong entrepreneurial spirit
- Excellent abilities in managing others in fast-paced, changing environments
- Strong background in industry related operational implementation
- Technical skills in developing business strategy and marketing plans
- Strong communication and leadership skills
- Global thinker, visionary, and problem solver
- Strong written communication skills
- Demonstrated success in implementing marketing strategies
- Solid background in developing strategic partnerships and critical alignments

**Responsibilities:**

- Manage Administrative Team in executing strategy and marketing plans
- Acquire and assess performance and tracking reports from all departments
- Conduct weekly management meetings
- Assist with bi-weekly administrative meetings
- Update and implement Marketing Strategy
- Execute tactical elements of business plan
- Work closely with VP of Finance to inform financial tracking, analysis and decisions
- Assist with quarterly administrative retreats
- Executive client sales and proposal writing
- Assist in the design and delivery of executive training, retreats and high level facilitation

**Salaries and Benefits:**

\$40,000- \$60,000/year plus 3 weeks paid vacation, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**VP of Operations**

**Job Description:**

The VP of Operations is responsible for the effective operational management of all Adventure Links programs, systems, and logistics.

**Required Experience:**

- College degree in Outdoor Education or related field
- A minimum of three years in a director or management position
- Completion of Adventure Links' training program
- Proficient in QuickBooks, Excel, data management systems, and Adobe
- Strong communication and professional skills with clients
- Operational excellence in effectively managing logistics and staff
- Experience negotiating vendor contracts
- 2 years experience in outdoor education program design
- Ability to work independently and long hours during certain seasons
- Strong background in expeditionary and experiential programming

**Responsibilities:**

- Direct Management of Office Manager and Marketing Representative
- Manage all aspects of staff scheduling, itinerary development, and payroll
- Attend and assist in leading weekly staff meetings
- Overall management of all vendor contracts, permitting, reservations, transportation, and paperwork
- Customer service management- direct link to all Summer Camp client inquiries and phone calls
- Manage all staff communications to parents during Summer
- Supply enrollment reporting at bi-weekly administrative meetings
- Negotiate all pre-season contracts with Camp re-sale agents
- Assist with fleet management and scheduling with Facility and Fleet Manager
- Manage the implementation of all American Camp Association reviews and uphold standards
- Manage all employee paperwork, records, and staff background checks
- Oversee commercial auto liability policy
- Oversee all summer and program logistics for meals, transportation, and facility

**Salaries and Benefits:**

\$40,000-\$55,000/year plus 3 weeks paid vacation, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**Program Director**

**Job Description:**

The Program Director oversees the acquisition, management, development, and execution of group programs at Adventure Links.

**Required Experience:**

- College degree in Outdoor Education or related field
- 2 years experience in program marketing
- A minimum of two years in a director or management position
- Completion of Adventure Links' training program
- Proficient in QuickBooks, Excel, data management systems, and Adobe
- Strong communication and professional skills with clients
- Proficiency in creating and managing reporting systems
- Effective skills in proposal and contract implementation
- Graphic and design skills
- Professional competence in dealing with a wide variety of clients over the phone
- Strong organizational skills
- Ability to follow through, manage a client decision-making cycle, and represent Adventure Links in delivering high customer service and accountability

**Responsibilities:**

- Implement marketing action plans to attract new clients
- Act as program representative to Adventure Links' group clientele
- Effectively communicate value and establish client goals in meetings
- Conduct pre-program meetings with teachers and liaisons with all Level III contracts
- Design and submit a pre-trip booklet for all Level III contracts
- Submit proposals, negotiate program pricing, and draft program contracts

- Work directly with Staff Director and VP of Operations to secure staff schedule
- Execute all necessary negotiations, reservations and logistics of program itineraries
- Design and deliver pre-program assessments
- Deliver post-program evaluations
- Supply marketing, acquisition, and conversion reporting at bi-weekly administrative meetings
- Adherence to pricing, estimation protocol and program budgets
- Negotiate vendor contracts
- Effective system management and meet the objective of further streamlining client management system

**Salaries and Benefits:**

\$29,000-\$35,000/year plus 2 weeks paid vacation, housing, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**Staff Director**

**Job Description:**

The Staff Director effectively positions and engages the staff members at Adventure Links to maintain the highest quality in the delivery of training and client programs.

**Required Experience:**

- College Degree in Outdoor Education or related field
- Vast field and technical experience in outdoor and experiential education
- A minimum of 4 years in leadership or educational positions
- Strong communication skills
- Effective leadership and diplomacy
- Able to effectively organize all aspects of staff hiring and management process
- Able to implement two week and bi-annual staff trainings
- Ability to implement a professional development program for all staff

**Responsibilities:**

- Recruit, hire and manage part-time and seasonal staff
- Conduct extensive pre-hiring protocol in background and reference checks
- Execute effective and comprehensive staff training
- Evaluate and verify competencies and protocol adherence by all staff members
- Conduct multiple staff evaluations throughout professional engagement with Adventure Links
- Develop and lead weekly staff meetings
- Work closely with Program and Research Consultant to integrate research and evidence-based techniques into staff curricula
- Continually raise the bar in experiential education practices
- Directly guide internal risk management audits and convey changes to staff
- Work closely with VP of Operations and Program Director for staff scheduling

**Salaries and Benefits:**

28,000-\$35,000/year plus 2 weeks paid vacation, housing, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

## **Facilities and Fleet Director**

### **Job Description:**

The primary role of the Facilities Manager is to maintain and manage the facility, vehicles, buildings and gear. This position will also include a week of outdoor skills training and occasional outdoor leadership opportunities.

### **Required Experience:**

- Experience working on a camp facility, or maintenance team (ropes course maintenance experience is preferable)
- Organized with a strong work ethic and time management skills
- General building and carpentry
- General vehicle repair skills
- Experience repairing and maintaining gear
- Enthusiastic about working with youth
- Desire to live and work outside
- Flexible, good humored and personable

### **Responsibilities:**

#### **Vehicle management and repair**

- Manage, organize and respond to vehicle reporting system (inspections and driver logs)
- Repair quick, or feasible, fixes needed for buses, trailers, and mountain vehicles
- Update and maintain equipment related to Adventure Links Vehicles (Emergency vehicle kits, on-sight repair materials, and fluids)
- Schedule vehicles for maintenance

#### **Gear management**

- Maintain gear storage sheds
- Develop weekly gear packing logs
- Assist staff with gear packing process
- Keep a gear inventory
- Manage gear inspection, retirement and repair

#### **Facility maintenance**

- Manage or complete maintenance projects related to the facility (staff areas, camper areas, sheds, tent villages, ropes course, office buildings)
- Keep up to date facility logs
- Work directly with NVRPA to implement park management plan

### **Salary and Benefits:**

\$35,000/year plus housing, insurance, workers compensation, reduced costs for advanced skills training, professional purchase discounts

## **Part- Time Staff/Consultant**

### **Program Research and Development Consultant**

#### **Job Description:**

The Consultant for Research and Development will assist the Adventure Links leadership team to: 1) ensure program design includes formative and summative evaluation, 2) use evaluative data to improve programs



and market program success, and 3) cultivate relationships among philanthropic and public organizations investigating outcomes in experiential education, particularly among at-risk and difficult-to-reach populations.

**Required Experience:**

- Master's degree in social sciences
- 10+ years experience in educational program development and evaluation
- Documented success in grant writing
- Excellent written and oral communication skills
- Experience working with diverse communities preferred

**Responsibilities:**

- Build processes and infrastructure to support evidence-based programming and continuous quality improvement
- Collect and analyze qualitative and quantitative data for quality improvement and marketing
- Assist leadership team as they cultivate and reinforce strategic relationships with private philanthropy, research organizations, and other entities investigating or promoting experiential/adventure learning
- Prepare funding proposals as necessary
- Disseminate findings from Adventure Links/NVRPA programs among research community and experiential education industry

**Salary and Benefits:**

\$75-\$150/hour

**Primitive Skills Trainer and Demonstrator**

**Job Description:** The Primitive Skills Trainer and Demonstrator provides historically and culturally accurate Native American technologies as both a staff training component as well as a program highlight for Adventure Links.

**Required Experience:**

- Notable skills and proficiency in authentic Native American technologies
- A high competence level to teach and engage a variety of populations
- The ability to train staff in skills they can apply to Adventure Links' programming
- Skills in providing demonstrations to large groups of youth or adults

**Responsibilities:**

- Provide frequent trainings for Adventure Links' staff in skills and activities they can provide during our programs
- Lead demonstrations on primitive technologies as an experiential education piece to school and group programming
- Assist in the gathering and assembling of supplies for programming
- Conduct several one week summer sessions for our camp programming
- Provide in-depth and advanced skills seminars for interested staff
- Serve to guide the development and construction of an Native American Interpretive History Center

**Salary and Benefits:**

\$250/day

## **Office Manager**

### **Job Description:**

The Office Manager guides the effective organization and implementation of office demands. Integral to this position is delivering high customer service, proactive engagement in organizational practices, and streamlining or implementing new management systems.

### **Required Experience:**

- Demonstration of highly professional interactive skills with customers
- Basic knowledge of QuickBooks, Excel, Data management systems and Adobe
- Experience in a customer service role
- Highly organized, detailed, and methodical
- Ability to flexibly operate in dynamic and fast-paced office setting
- Ability to hold flexible work hours and work independently
- Experience in outdoor education field preferred but not required

### **Responsibilities:**

- Customer Service- fielding phone calls, assisting customers and clients with questions
- Processing customer paperwork and overseeing the paperwork completion process prior to camp and contract programming
- Management of inventory of food shed and order processing
- Processing of fleet commercial auto policy edits and updates
- Handling referral and new customer inquiries
- Data entry
- Manage staff professional purchase program
- Update and process camp itinerary and information transfer
- Distribution of post-program materials
- Collection of timesheets and data entry in preparation for payroll

### **Salaries and Benefits:**

\$12/hour plus housing, workers compensation, reduced costs for advanced skills training, professional purchase discounts

## **Lead Contract Staff**

### **Job Description:**

Lead Contract Staff members guide the effective, professional process of our contract and group clients from program design, delivery and post-program assessments and follow through. This position is integral to the professional representation of Adventure Links to our school, group and adult clientele.

### **Required Experience:**

- Meet all criteria of a Lead Instructor for Adventure Links
- Complete a minimum of one season as an instructor with Adventure Links
- Certified as Wilderness First Responder
- Customer service and confidence in dealing with new and existing clients by telephone
- At least 3 years experience in facilitation and outdoor education
- Strong communication skills and professional abilities to serve as a liaison to groups
- Adept at implementing complex logistical coordination
- Creative, innovative program design skills

- Ability to effectively implement and deliver outdoor education, team building, and high adventure activities for a wide variety of populations
- Ability to work independently
- Notable skills in leading and organizing large groups

**Responsibilities:**

- Design and delivery of programming and curricula
- All packing and program preparation
- Assistance with contract program staff training and summer camp staff training
- Develop program resources and innovative educational tools
- Develop new program itineraries and lesson plans in alignment with client goals
- Facilitate a variety of Low Ropes, High Ropes, outdoor adventure, and overnight expeditions
- Work professionally with other lead contract staff
- Serve as an adult role model to our many youth program groups
- Assistance with facility, building, and new projects
- Implementation and streamlining of client management systems

**Salaries and Benefits:**

\$400- \$550/week (DOE) housing, workers compensation, reduced costs for advanced skills training, professional purchase discounts

**Marketing Representative**

**Job Description:**

The Marketing Representative will serve to implement the distribution and annual launch of Adventure Links' marketing throughout Northern Virginia.

**Required Experience:**

- Possess a valid driver's license and upstanding driving record
- Ability to organize and track routes and distributions effectively
- Strong communication skills
- History of professionalism
- Ability to execute flexible work hours and work independently

**Responsibilities:**

- Distribute Adventure Links marketing materials to designated locales and routes throughout Northern Virginia
- Implementation of any distribution changes or recommendations
- Complete daily driver, distribution, and vehicle logs
- Represent Adventure Links in a professional and enthusiastic manner
- Develop and nurture professional relationships with managers and directors at drop off locations
- Update directions and protocol in distribution manual

**Salaries and Benefits:**

\$10/hour plus an Adventure Links' vehicle to be used for distribution routes and workers compensation

## **Seasonal Staff**

### **Lead Instructor**

#### **Job Description:**

As a member of our summer adventure staff, lead instructors facilitate weeklong outdoor adventure day camps and overnights for youth (8-14). Seasoned leaders are also eligible to lead two week expeditions for teens (13-17). All staff members participate in a rigorous, yet fun, two-week staff training in which they are introduced to Adventure Links curriculum as well as the outdoor leadership skills necessary to facilitate the programs listed above.

#### **Required Experience:**

- Be enthusiastic about working with youth in the outdoors
- Have 2 years experience working with kids in a leadership role
- Understanding of Leave no Trace ethics
- Have a solid background in outdoor leadership, experiential education, and adventure activities
- Be fully invested in running quality programs
- Be flexible, good humored, and personable
- Maintain professionalism and a strong work ethic
- Have a valid Wilderness First Responder and CPR Certification
- Be at least 21 years old

#### **Responsibilities:**

- Supervise participants and maintain emotionally and physically safe environments
- Implement and instruct outdoor activities and Adventure Links' curriculum
- Act in lead role in technical procedures in all adventure activities
- Manage daily program logistics
- Work closely with a leadership team and coach assistant staff
- Maintain program facility and gear
- Communicate clearly and openly with Adventure Links' administration
- Practice and facilitate Leave No Trace ethics
- In addition some Lead Instructors:
  - Obtain a Commercial Drivers License and transport students in a Class B bus (for additional pay)
  - Update parents with information regarding their children and the weeks activities
  - Perform office/ facility duties

#### **Salary and Benefits:**

\$350- \$375/week (DOE) plus housing, workers compensation, reduced costs for advanced skills training, professional purchase discounts

### **Assistant Instructor**

#### **Job Description:**

As a member of our summer adventure staff, assistant instructors assist in facilitating weeklong outdoor adventure day camps and overnights for youth. All staff members participate in a rigorous, yet fun, two-week staff training in which they are introduced to Adventure Links' curriculum as well as the outdoor leadership and technical skills necessary to facilitate the programs listed above. Throughout the summer, assistant instructors are continually challenged to develop as leaders through a process of goal setting, program planning, reflection, and feedback.

**Required Experience:**

- Have introductory experience working with youth and strong interest in professional leadership development
- Have a desire to live and work outdoors
- Be notably invested in learning outdoor leadership and facilitation skills
- Be flexible, good humored, and personable
- Ability to maintain professionalism and a strong work ethic
- Have a current First Aid and CPR certification, Wilderness First Aid preferred
- Be at least 18 years old

**Responsibilities:**

- Supervise participants and maintain emotionally and physically safe environments
- Help implement and instruct outdoor activities and Adventure Links curriculum
- Assist with daily program logistics
- Work closely with a leadership team
- Maintain program facility and gear
- Communicate clearly and openly with Adventure Links' administration
- Practice and facilitate Leave No Trace ethics
- In addition some Assistant Instructors:
  - Communicate with parents and inform them about information regarding their children and camp
  - Assist with bus transportation
  - Perform office/facility duties

**Salary/Benefits:**

\$250- \$275/week (DOE) plus housing, workers compensation, reduced costs for advanced skills training, professional purchase discounts

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# **Revenue Sharing**

## **7. Revenue Sharing Options and Projected Payments**

**Proposed revenue sharing options and projected payments to NVRPA for the first five years of operation.**

***See Attached— Appendix G, Page 16***

Of additional consideration is Adventure Links' interest in exploring a Food Service agreement with the park catering services. A partnership could expand and showcase park catering and open catering opportunities beyond Hemlock.



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# Marketing Plan

## **8. A Marketing Plan**

### **Executive Summary**

#### **Purpose**

Adventure Links—an established, fully equipped provider of experiential education, outdoor adventure, and team-development training in Northern Virginia— is in an ideal position to partner with the Northern Virginia Regional Park Authority (NVRPA). Through the Adventure Links and NVRPA partnership, Hemlock Overlook programming will achieve the goal of attracting park visitors by providing educational, high-quality experiential opportunities in residents' own backyard. Adventure Links has the programming and core philosophy to support NVRPA's mission to engage the public in natural, cultural and historic resource preservation and education. This strategic alignment would broaden NVRPA's efforts to communicate a message of continued quality service to the community and leverage the trusted NVRPA brand with Adventure Links' business-development infrastructure to reach an even greater base of clients and partners. This strategic roadmap demonstrates that Adventure Links' administrative, business, and programmatic skills, coupled with our established history successfully serving Northern Virginia residents as a premier regional provider of summer camp and experiential education, could be seamlessly integrated with NVRPA to provide maximum value to your organization and to your member jurisdictions.

#### **Key Marketing Objectives**

- We will promote NVRPA as an established leader in recreation and conservation by collaboratively communicating value and opportunities to the public and delivering a diversity of experiential and educational offerings at Hemlock Overlook
- We will fully leverage the brand recognition of NVRPA, Hemlock Overlook, and Adventure Links by seamlessly deploying our business, marketing, and administrative infrastructure and alliances
- We will execute relationship-based marketing techniques by employing non-traditional tactics and maximizing our most productive growth avenues— client referrals and targeted online messaging

#### **The Changing Marketing Landscape**

Adventure Links understands that in this age of advertising clutter, interruptions, and rapidly changing technology, traditional marketing techniques no longer apply. Our innovative outreach strategies, an authentic message of service, and strong ties to the community combine to form a powerful platform to effectively access the public. Adventure Links, by employing relationship-based marketing tactics underpinned by longstanding alliances and top-notch client service, delivers succinct and targeted messages directly to our audiences generating immediate response.

#### **Capitalizing on Industry Trends**

Our leadership skills as an organization are intertwined with, and informed by, our focus on service in the Hemlock Overlook and other Northern Virginia neighborhoods. Because we understand the trends and concerns of our industry from both a practitioner and strategic leadership level, we are uniquely capable of crafting strong messages that resonate with our audiences. Another asset is our loyal client base, which can be leveraged to serve as ambassadors on behalf of our message of service and value to the community. In fact, 90 percent of our current client acquisitions come through either referrals or targeted Web campaigns. By continuing to ask the right questions, challenging the status quo, improving our strategic communications

capabilities, and remaining tightly focused on the state and future of the industry, Adventure Links will continue to engage and serve the community.

## **Strategic Focus**

### **2.1: Value Proposition**

Our programs provide authentic, relevant, and influential experiential learning opportunities that ignite positive actions and sustain inspiration for participants and staff. This is achieved through comprehensively understanding client needs and employing an inventive, professional, and talented staff committed to delivering high- impact experiences.

Our promise of connecting recreation, conservation, and education provides constituents with a pathway to participate and provides NVRPA with the peace of mind that an experienced organization dedicated to the betterment of youth and community is securely operating within the park. Adventure Links offers diverse, valuable programming as well as the capacity to actively engage NVRPA's six jurisdictions. We can also expand services to neighboring jurisdictions by promoting the park as an essential community resource and center of learning.

### **2.2: Core Competitive Advantages**

Adventure Links has a competitive edge to the engagement with NVRPA in the following specific ways:

- **Credibility**
  - Adventure Links has brand recognition and a 12-year client legacy with strong roots in NVRPA's member jurisdictions.
  - Adventure Links is already recognized as a Hemlock equivalent.
- **Capacity and Expansion**
  - Adventure Links is positioned to transfer a substantial set of clients and revenue to Hemlock Overlook/NVRPA. This eliminates typical start-up delays and loss of momentum, where the service to clients, generation of revenue, and improvement of park facilities will be realized in the short-term and stability in place for the long- term.
- **Community Engagement**
  - In the 2008 Fairfax County Customer Satisfaction Survey, Adventure Links was the highest ranked of all county camp programs as measured by Net Promoter Score as well as customer satisfaction ratings.
  - Adventure Links has provided years of indispensable and sizeable community programming in Loudoun, Arlington, and Fairfax counties and to the cities of Alexandria, Falls Church, Vienna, and Reston.
  - In addition to brand recognition, Adventure Links has established alliances, long term contracts, and partnerships with critical public and private entities throughout Northern Virginia.
  - See attached letters of support and recommendation from the following organizations:
    - Fairfax County Park Authority
    - Loudoun County Parks and Recreation
    - Recreation and Parks – City of Falls Church
    - Arlington County Parks and Recreation
    - Reston Association
    - Joanna Cornell – Previous Hemlock Overlook staff member and former employee of Northern Virginia Soil and Conservation
    - Larrie Randall – Founder of Starfish Savers and lifelong resident of Fairfax County



## FAIRFAX COUNTY PARK AUTHORITY

12055 Government Center Parkway, Suite 927  
Fairfax, VA 22035-1118



March 27, 2009

Summary: Experience Working with Adventure Links as County Contractor

Adventure Links (AL) has been a successful and long-term partner with Fairfax County Park Authority (FCPA) since the inception of their first contract in 1998, providing adventure type camps for the community. They are currently on contract with Fairfax County through 2012.

Much of the success of the partnership is due to the ability of Adventure Links to consistently operate a fun-filled program while ensuring county and agency rules and regulations are complied with at all times. In addition, renewals of the AL contract have been granted in previous years mainly because the staff and company heads are reliable, knowledgeable and provide high quality services to the community.

AL has always been responsive in terms of customer inquiries/requests, requests from FCPA camp representatives and shifts in the market. Adventure Links cooperatively works with us and is willing to make changes in the way services are delivered to improve customer satisfaction and meet the needs of the community.

Our 2008 Summer Camp Customer Satisfaction Survey reveals Adventure Camps as having the highest net promoter score, those customers who are very likely to recommend the camp to others. This high score correlates to the camps with the best service quality. In addition, Adventure Camps also received the highest satisfaction ratings of all camps, reaching 6.45 on a 7 point scale. Our customers are pleased with this camp and will recommend our program to others.

AL goes above and beyond our internal promotions to market their programs. Taking initiative in promoting their core business at expos, camp fairs, through flyers and visibility in the community.

It is evident from the long run of successful Adventure Camps we have run with AL, that people are happy with the product. The numbers speak for themselves and the program continues to grow as customers seek opportunities for enjoyable and safe outdoor experiences for their children.

In 2006, FCPA registered 280 children for the Adventure Links camps. In 2007, that number increased 8% and in 2008, the registrations jumped up another 11% totaling 344 registrations last summer.

AL has proven to be a successful, responsive and reliable contractor and I look forward to collaborating with them again this summer. If you would like to reach me, please contact me via e-mail at [Ellen.Werthmann@Fairfaxcounty.gov](mailto:Ellen.Werthmann@Fairfaxcounty.gov) or at (703)324-8571.

Sincerely,

**Ellen B. Werthmann**

Ellen B. Werthmann  
Youth Programs Specialist  
Fairfax County Park Authority



## Loudoun County, Virginia

Department of Parks, Recreation and Community Services

215 Depot Court, S.E., Leesburg, VA 20175

703-777-0343

May 12, 2009

Adventure Links has been successfully providing adventure camps for Loudoun County Parks, Recreation and Community Services and the community for many years. They are currently on contract with us through 2010.

Adventure Links consistently offers fun-filled adventure programs to the community while ensuring county rules and regulations are complied with at all times. In addition, they provide excellent customer service not only to participants, but to internal customers such as Loudoun County Parks and Recreation. Adventure Links and I have a fantastic working relationship providing services to meet the needs of the community.

Staff at Adventure Links goes above and beyond to market their programs, they have participated in promoting their business through flyers and attending camp fairs in Loudoun County. Their advertising is vibrant and attractive to the community.

Feedback from participants and parents about Adventure Links staff and programs is always positive and we have several returning customers each year.

Administratively Adventure Links is well organized and proactive to ensure that all paperwork, deadlines, and camp updates are completed and handled in a timely manner.

Adventure Links is a successful, positive, and reliable contractor and I look forward to offering many more adventure programs with them in the future. It would be great to see them have the opportunity to expand their programs and services. They are an enormous benefit to the Northern Virginia community. Please feel free to contact me at my contacts below.

Sincerely,

Liz Tinker, CPRP  
Youth Sports Specialist  
215 Depot Ct. S.E  
Leesburg, VA 20175  
703-737-8940  
[elizabeth.tinker@loudoun.gov](mailto:elizabeth.tinker@loudoun.gov)



# CITY OF FALLS CHURCH

May 14, 2009

Northern Virginia Regional Park Authority  
5400 Ox Road  
Fairfax Station VA 22039

Dear Mr. Gilbert:

I have happily worked with Adventure Links for 5 years and they have my full support in operating the Hemlock property. Adventure Links would be the best company for you to partner with in managing the property.

The first year Adventure Links worked with the City of Falls Church they ran one week of summer camps for 10-13 year old campers. The Adventure Links camp was full with a waiting list. The next year we ran two weeks for two separate age groups. Adventure Links was the first contractor to offer campers between the ages of 8 and 11 an adventure camps through the City of Falls Church. We have had great success with their camp program and the program now fills with 26 campers with a waiting list.

We have a great relationship with Adventure Links and have added other trips and programs. We offered an adult rock climbing courses and day trips for our teens and camps. They offer a variety of quality programs and students and parents are always happy with their programs.

The Adventure Links staff are outstanding. They are the only contractor that does not require additional supervision and staff from our Department. Their staff is always punctual, organized, responsive, and friendly. Their staff is highly qualified and very enthusiastic about working outdoors with children.

The Adventure Links program is very well planned and highly organized. They are consumer friendly and make working with them very easy. All aspects of the program is well thought out and planned. Campers are always supervised and happy with the program. They have learned our policies and follow proper protocol. It is a great pleasure working with Adventure Links every year because they are easy to work with, very flexible, and professional.

We currently drive campers to destinations ninety minutes away to participate in the Adventure Links program. Although the drive is well worth it, it would be much more convenient and economical if they had a location in Northern Virginia. With a location in Northern Virginia, we could offer more outdoor programs for teens and adults at an affordable price. I am in favor of Adventure Links having a location in Northern Virginia.

If you have any questions or need additional information, please contact me at 703-248-5137 or by email at [dwright@fallschurchva.gov](mailto:dwright@fallschurchva.gov).

Sincerely,

Debbie Wright

Debbie Wright  
Program Supervisor  
City of Falls Church

Cc: Blythe Russian, Park Operations Superintendent  
Todd Hafner, Planning and Development Director  
Paul McCray, Park Operations Director  
Chris Pauley, Park Operations Superintendent



## ARLINGTON COUNTY VIRGINIA

DEPARTMENT OF PARKS, RECREATION  
& CULTURAL RESOURCES, SPORTS AND RECREATION DIVISION

3700 South Four Mile Run Drive, Arlington, Virginia 22206

Office: 703-228-1801 ♦ Inclement Weather: 703-228-4715

Fax: 703-228-1825

To whom it may concern;

Adventure Links (AL) has been running trip camps in conjunction with Arlington County Sports and Recreation since summer 2004. Again this summer they will run a variety of adventure trip camps for Arlington Residents. Adventure Links has been successful at providing different choices during different times of the summers that our residents enjoy and re-register for each year.

Adventure Links has a great rapport with the participants and with the staff at our office. They remain very organized and are able to respond to requests in a timely fashion.

Currently for 2009, they are offering 9 weeks of camps that pick up and return in Arlington. Their programs are well attended by many different types of residents. They even have worked with us to provide fee reductions based on our current policy to allow maximum participation even to those in need in these tough economic times. I assume AL will continue to broaden their offerings and call on more specialists in the environmental field to do so.

It is my opinion that Adventure Links would be a great candidate to operate Hemlock Overlook. AL has strong management and great organization and I know they have a passion for outdoor activities. It would be great to for them to have access and manage this facility. I know it would add to the list of great things that they have already achieved.

I would be proud to recommend them to operate this facility. Please feel free to contact me via e-mail at [jgroner@arlingtonva.us](mailto:jgroner@arlingtonva.us) or 703-228-1809

Sincerely,

Jennifer Groner  
Program Supervisor  
Arlington County PRCR  
Sports and Recreation Division





To Whom it may Concern;

Adventure Links (AL) has been a partner with Reston Association (RA) since 2001. Again this summer they are planning to give our Reston campers a great week of fun and adventure at their camp. Through the years Adventure Links has worked to provide us with a variety of camp and outdoor activities for the children. They have been willing to adapt to the needs of RA and even individual camper families.

I have had nothing but terrific feedback from our parents. Their children have a great time and some even camped overnight for the very first time. There have never been any injuries or accidents that have come to my attention. The programs are run in a fun and safe manner, adhering to county and state regulations.

Currently for 2009, we filled all the slots in our AL sessions within 5 weeks of opening registration. Many are returning campers to the Adventure Links program. In 2008 the camp was filled with a standing waitlist all summer long.

It is my opinion that Adventure Links would be a great candidate to operate Hemlock Overlook. With the strong management and dedicated staff of AL, I see new and creative offerings for that facility. With today's environmental concerns and the need for children to get out and experience team building, camps, and other activities AL can offer the programs that are needed. The experience and caring of that staff would be a tremendous asset. Adventure Links would be a terrific fit for this location.

It is exciting to see such a wonderful organization have the opportunity to expand and bring the adventure to Northern Virginia. Please feel free to contact me via e-mail at [campadmin@reston.org](mailto:campadmin@reston.org) or 703-435-6567.

Sincerely,

Barb Beaver  
Camp Program Supervisor  
Reston Association

**Joanna A. Cornell, Ph.D.**

1204 Marshall Lane \* Austin, Texas 28703 \* 703-629-8037

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April 27, 2009

Paul Gilbert, Director  
Northern Virginia Regional Park Authority  
5400 Ox Road  
Fairfax Station, Virginia 22039

Dear Mr. Gilbert,

I am writing to express my enthusiastic support to have Adventure Links as the future turnkey operator of Hemlock Overlook Outdoor Education Center. Initially, I was deeply saddened to hear that George Mason University terminated its contract to operate Hemlock, but am now excited at the opportunity this grants for the future of Hemlock. As a past staff member, I have a deep love of Hemlock Overlook and know its potential to touch lives, both of its participants as well as staff. It is critically important that it remains in operation, under the guidance of people who hold a vision to ignite dialogue, passion and advocacy for the environment and oneself. For the past decade, I worked for the Northern Virginia Soil and Water Conservation District, coordinating collaborative environmental programs. There is a deep need for partnership. I feel that Hemlock could play a larger role in helping connect people to the natural world.

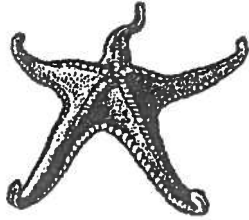
I have known Anna and Austin Birch for twelve years. They are hard-working visionaries whose actions have touched countless lives, while overseeing a successful business. I have had the pleasure of meeting their staff and seeing some of their programs in action. Adventure Links would be the ideal leader for the future of Hemlock.

I believe that Adventure Links has many unique qualities that would enable them to create Hemlock into the leader in outdoor education. They are already successfully functioning within the Northern Virginia area with extensive partnerships and are often perceived as "The other Hemlock". Adventure Links has secured a sizeable and respected presence and reputation within Northern Virginia. They plan to concentrate this influence and client stability at Hemlock, only managing their current site as a more primitive option for groups. Their past programming and experience directly align with NVRPA's vision. They have the business skills and competency to build the programmatic intensity of Hemlock, while maintaining its culture.

On a personal note, I am no longer living in the NOVA area and am writing this letter fully on my own behalf. I am invested in the future of Hemlock because I worked as a staff member there for eight years, and put my heart and soul into building community in the NOVA area. Northern Virginia needs an outdoor education center. If you have any questions about my comments, I can be reached at 703-629-8037.

Sincerely,

Joanna Cornell, Ph.D.



## Starfish Savers, LLC . . . *made a difference to that one!*

Larrie Ellen Randall, M. Ed.

PO Box 230636, Centreville, VA 20120

Phone 703-631-9557

Fax 703-631-9558

[www.starfishsavers.com](http://www.starfishsavers.com)

April 22, 2009

Northern Virginia Regional Park Authority (NVRPA)  
5400 Ox Road  
Fairfax Station, VA 22039

Dear NVRPA:

I am a lifelong resident of Fairfax County, a parent of two boys who have graduated from FCPS, and a business owner working with families of people with disabilities. I have worked as a teacher in FCPS and also for FCPA Therapeutic Recreation for five years running several of its programs in the early 90's. I am writing because it has come to my attention that Hemlock Regional Park will no longer be leased by George Mason University, my graduate school alma mater, to provide local adventure programming. I am also aware that Adventure Links has presented a proposal to operate Hemlock.

Both of my sons and their classmates had their first outdoor education experience at Hemlock. Both of my boys ultimately attended Adventure Links camps in 2002 as sixth and eighth graders to expand their outdoor experiences as campers. The positive experiences they had while campers at Adventure Links led them to want to provide those same experiences to others resulting in working there each summer. This summer will be my oldest son's 5th summer as a counselor. This ultimately led one of my sons to choose outdoor experiential and elementary education as his career goal which he is currently pursuing. As a parent, I have had seven wonderful years of interaction with Anna and Austin Birch and Adventure Links. Dave Boynton and Scott Fairley were the first camp counselors for my sons and have returned to staff the camp full time. These men are fantastic role models and continue to inspire my sons and me as well.

Adventure Links is uniquely qualified to operate Hemlock. The company has incredibly passionate and trained staff, who is committed not only to outdoor education, but also to environmental awareness and protection, the global developmental needs of children and teens and the inclusion in outdoor experiential education for all people. They are well recognized as a premier adventure camp in our local area as well as regionally, statewide and nationally. When I tell people that I have partnered with them, the first response is "THE Adventure Links that's in the Parktakes?" They also have unique ability to market and manage a wide variety of camp experiences, team building and other programs consistent with experiential education for children, teens, adults and businesses in the Northern Virginia area as well as points west and south. My sons are the initial beneficiaries of their growing commitment to professional development in the area of outdoor education, as are my employees.

Adventure Links has been committed to serving people with special needs to the extent possible since inception. My company, Starfish Savers, LLC, has worked with Adventure Links to provide training around the issue of special needs for the past two years. Though Adventure Links recognized the need to more effectively serve people with special needs, they have not had personnel with the training or appropriate staff ratios to

provide this service. Proactively responding to my son's insights and passions regarding services to people with special needs as a camp counselor, Adventure Links and Starfish Savers have partnered to provide Exploration Adventure Camp to serve my clients and others with Asperger's Syndrome, high functioning autism, severe ADHD and other people with social and behavioral challenges. As a result of our collaboration, we will be offering three separate weeks of day camp to serve people nine years old through young adult. Our collaboration will establish much needed level of service to people with disabilities with the ultimate goal of inclusion in other camps for the general population as well as establishing local friendships that can be maintained over time. To have outdoor programming available locally at Hemlock would serve ALL people of all ages who want adventure and ways to connect and develop friendships.

For all of the reasons listed above, I highly recommend Adventure Links to be the operator of Hemlock Regional Camp to serve the citizens of Northern Virginia in our own backyard. Please feel free to call me if you desire additional information and details regarding my personal and professional experiences with Adventure Links.

Sincerely,

Larrie Ellen Randall, M. Ed.  
Owner and Executive Director  
Starfish Savers, LLC

cc: Blythe Russian, Todd Hafner, Paul Gilbert, Paul McCray, Chris Pauley

## **Additional Core Competitive Advantages**

### **Program and Administrative Staff**

Adventure Links employs experienced, career-track outdoor educators and facilitators who are trained and mentored by industry leaders. Our staff selection process and retention strategies reduce turnover, contribute to the overall professionalism of our workforce, and translate into highly effective client services. Our top management, directors and program staff bring value, professionalism and exceptional client services that directly advance the aims of NVRPA in its commitment to quality community services available within the parks.

**The following tactics are used to develop and sustain the effectiveness of our employees:**

- Direct access to university outdoor education program directors nationally
- Limited seasonal turnover – with annual staff retention rates of 60-70 percent annually
- Background, reference, skills competency, risk management, and driving checks to ensure that only the most qualified staff serve youth and to reduce exposure and risk in the industry
- Internal professional development and leadership curricula
- Established system of internal promotions

### **Consistent Implementation of Current Industry Standards, Research, and Best Practices**

- Maintaining American Camp Association (ACA) Accreditation
- Top management has fulfilled the required training as an Association for Experiential Education (AEE)  
Accreditation Reviewer and future pursuit of AEE Accreditation for overall program
- Organizational member of Leave no Child Inside Coalition and Children and Nature Network
- Leave no Trace Trainer on staff at Adventure Links

## **2.3 Critical Metric and Key Performance Indicators**

### **Critical Metric**

The critical metric that produces sustainable impact on the health in our industry is the value per user day. This provides us with the ability to leverage our economies of scale and maximize the value per user day ratios in each of our business lines. Control of this metric strengthens our ability to plan our service offerings, make cost-effective program expansion decisions, and engage in long-term forecasting that will benefit the Hemlock Overlook community and conserve NVRPA's resources.

The following key performance indicators directly impact our critical metric:

***See Attached — Appendix MP—A: Key Performance Indicators***

1. Percentage of Returning Summer Clients- 3 year average 75 percent
2. Participant and Staff Evaluations
3. Percentage of Return Contract Program Revenue
  - a. 72 percent of revenue is generated from customers that have been with us 5+ years
  - b. 85 percent from customers that have been with us at least 3 years
  - c. 90 percent from customers that have been with us at least 2 years
4. Ratio of Multi-Day vs. Single-Day Programming
5. Strategic Alliances and Industry Credibility

## Target Market and Customer Analysis

We conduct programming in two business segments:

### A) Experiential and Outdoor Education (EOE)

- a. Summer Camp
- b. School and Group Programming
- c. Non-corporate Adult Programming

### B) Organizational Training and Development (OTD)

- a. Corporations
- b. Non-profit Organizations

### 3.1-A: Target Market Analysis EOE

The location of Hemlock Overlook and the market position of Adventure Links create a commanding blend to effectively fulfill the growing demand for quality experiential programming in Northern Virginia. The market potential and prominent growth rate of our demographic are the highest in Virginia with Loudoun County leading the nation in growth, median income, and percentage of family households. Adventure Links is ideally positioned to harness this growth opportunity in collaboration with NVRPA.

#### Geographic

Our target market is youth, parents, groups and schools (public and private) within or neighboring Fairfax, Loudoun, and Arlington counties.

#### Target Demographics

##### Loudoun County

- Loudoun County has increased in population by 60 percent from 2000-2007 (Source: US Census Bureau)
- Youth comprise 29 percent of the total population of Loudoun County (Source: Loudoun Youth Study 2006)
- Loudoun County had the highest household income in the United States at \$107,207 according to the Census Bureau
- 92 percent of household reported having access to the Internet in their home (Source: Loudoun Youth Study 2006)
- According to the US Census Bureau, Loudoun County has one of the highest percentages of family households in the United States. As of 2006, the county had more than 85,000 households.

##### Fairfax County

- Fairfax County is the most populous county in Virginia, estimated at 1,015,302 in 2008 (Source: US Census Bureau)
- 17.6 percent of the population are 5-18 years old (Source: US Census Bureau)
- In 2005, a reported 87.6 percent of households had access to the internet in their home (Source: US Census Bureau)
- Fairfax County had the second highest median household income at \$105,241 in the 2007 American Community Survey

##### Arlington County

- Arlington County's estimated January 2009 population was 209,300
- 11.5 percent of the population are 5-18 years old (Source: US Census Bureau)

- Arlington County ranks 7<sup>th</sup> in the United States in median household income at \$94,876 (Source: US Census Bureau)
- According to the 2008 Leisure Vision Study conducted in Arlington, a significantly higher than average number of Arlington residents report using the web to learn about programs that in the rest of the United States

### **3.2-A: Target Market Values and Interests EOE**

Regionally and nationally, the experiential and outdoor education industry is gaining visibility and traction as a valuable and rightful component to education and health. Locally, according to recent surveys of Loudoun, Fairfax, and Arlington County residents, many of our area Parks and Recreation departments have cited citizen interest, engagement and involvement in recreation to be above national averages. At a company level, our enrollments have remained steady for summer camp programming and reservations for school and group programming are nearing our projected goals for 2009 (with only 15 percent remaining to reach goal) despite external economic forces and budgeting constraints. Adventure Links' aptitude to align with client values and interests coupled with the convenient geography of Hemlock Overlook, provide NVRPA and Adventure Links the competitive edge to most effectively access and serve the community.

#### **Influencing Factors in Selecting Summer Camp**

- According to Fairfax County Park Authority's 2008 Summer Camp Customer Satisfaction Survey, the top five camp selection factors were, in the given order:
  - 1) Safe camp environment
  - 2) Fun/entertaining activities
  - 3) Convenient program times
  - 4) Convenient location
  - 5) Qualified and well trained staff
- Our pre-program conversations with parents echo similar trends and selection criteria. Parents most frequently base their camp selection of Adventure Links on:
  - The age and level of training required for our staff
  - The procedures in place to ensure camper safety
  - Our various locations and full-day program offerings
  - The ability to provide character development opportunities for their children, particularly for teenagers
  - The diversity of activities and 'real' adventure that campers experience

#### **Influencing Factors in Liaisons Selecting Youth/Group Programming**

- Our program assessments with youth and group liaisons indicate the following critical items in selecting a program with Adventure Links or returning to us for multiple programs:
  - The ability to provide experiential learning environments and a staff that actively engage students or youth in their learning goals
  - Providing one vendor to deliver programming to multiple grade levels in a program progression. This established a comfort level with administration of entities as well as the parents of participants.
  - The ability to greatly reduce the stress and workload of program planning, delivery, and follow up for liaisons
  - The program design skills necessary to integrate co-curricular ideas and outcomes

- In the Loudoun Youth Study 2006, The Loudoun Youth Initiative, in conjunction with George Mason University faculty members identified the following four goals for youth-based initiatives to serve the rapidly growing youth population in Loudoun County:
- Goal 1: "Provide a wide variety of attractive and safe recreational, cultural, and social opportunities for youth."
- Goal 2: "Foster opportunities for youth to connect with people and places throughout the county."
- Goal 3: "Promote attitudes and skills helpful for quality human interactions within and across generations. Major attention will be upon addressing causes and effects of bullying and strategies for promoting quality interaction skills through comprehensive community-based efforts."
- Goal 4: "Enhance programs and service to promote healthy decisions about oneself and one's body."

### Relevant Social and Educational Influences

*"Concerns about long-term consequences—affecting emotional well-being, physical health, learning abilities, environmental consciousness—has spawned a national movement to 'leave no child inside.' In recent months, it has been the focus of Capitol Hill hearings, state legislative action, grassroots projects, a U.S. Forest Service initiative to get more children into the woods and a national effort to promote a 'green hour' in each day."*

— Washington Post, June, 2007

- No Child Left Inside Act (NCLI). The policy environment strongly suggests new resources and research dollars will support ongoing growth in this educational market.
  - The U.S. House of Representatives voted in 2008 to pass legislation promoting the further integration of and expansion upon environmental education in school curricula nationwide. At the time of this report, NCLI has not been entered into law. However, the overwhelming, bi-partisan support of this bill in the House of Representatives (it passed 293 to 109) is indicative of a nationwide cultural shift towards placing more value on the outdoor, experiential learning process.
  - Representative Kathy Castor (D-FL), in a floor speech in support of the bill notes: "Today, it is our challenge, and the challenge of our children, to build a more sustainable energy efficient world, and sometimes you have to get outside the classroom and learn by doing and exploring your environment."
- The surge in media attention, movements, research, and campaigns being dedicated to the educational, psychological, and physical impacts that the current nature deficit crisis has upon children. This trend is crossing the usual social, political, and economic dividing lines. Examples of this include the following:

*The World Future Society ranked nature-deficit disorder as the fifth-most-important trend (on a list of 10) that would shape 2007 and the years to come.*

*"The retreat indoors for many American children has environmental advocates worried that children...might become adults for whom conserving the environment isn't a priority. For public health workers, the effects of sedentary indoor lifestyles are already evident among children: startling rates of obesity, the onset of one-time adult conditions such as diabetes and a shortened life expectancy. Thankfully, though, the movement to reconnect kids with nature has seen*



*rejuvenation in the last few years, and experts predict that good health will be a major motivator in bringing families back to nature.”*

—The Nation’s Health, October 2007

*“Yes, there are risks outside our homes. But there are also risks in raising children under virtual protective house arrest; threats to their independent judgment and value of place, to their ability to feel awe and wonder, to their sense of stewardship for the Earth- and, most immediately, threats to their psychological and physical health.”*

—Richard Louv

*“Recently, factoring out other variables, studies of students in California and nationwide showed that schools that used outdoor classrooms and other forms of nature-based experiential education were associated with significant student gains in social studies, science, language arts, and math. One recent study found that students in outdoor science programs improved their science testing scores by 27 percent.”*

—American Institutes for Research, 2005

*“A study found that 94 percent of parents surveyed said that safety is their biggest concern when making decisions about whether to allow their children to engage in free play in the out-of-doors.”*

—Bagley, Ball and Salmon, 2006

*“In the study, researchers pointed out that outdoor play and nature experience have proven beneficial for cognitive functioning, reduction in symptoms of Attention Deficit Disorder (ADD), and an increase in self-discipline and emotional well being at all developmental stages. But American children, on average, are spending only 30 minutes of unstructured time outdoors each week.”*

—Nature Conservancy Study- June 2007 (Arlington, VA)

- A two year study (2007-2008) funded by EPA’s Office of Environmental Education found remarkable evidence linking place-based learning and environmental quality. Significant results and implications of this study include the following<sup>1</sup>:
  - 46 percent of programs reported improvements in physical or proxy air quality indicators
  - The use of place-based education was the strongest predictor of air quality improvement
  - The relationship of environmental education and environmental quality (EQ) demonstrates the significance financial and policy support could have upon actively improving EQ primarily through place-based educational programming

### **Relevant Leisure Survey Data**

In three resident/assessment surveys of Northern Virginia counties (Fairfax, Loudoun and Arlington), the use and interest in recreation were reported as high. The following data demonstrates the high level of involvement and interest in recreation and parks in the target market area:

- According to the 2007 Survey of Loudoun Residents,” 67 percent of respondents had used parks and recreation facilities in the past two years. Of those, 95 percent were either satisfied or very satisfied.”
- As reported by the Leisure Vision/ETC Institute Study of 2008, “Arlington County parks and recreation facilities are used more frequently than in most localities. Residents are more likely to

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<sup>1</sup> Duffin, M., Murphy, M., & Johnson, B. (2008). *Quantifying a relationship between place-based learning and environmental quality: Final report*. Woodstock, VT: NPS Conservation Study Institute in cooperation with the Environmental Protection Agency and Shelburne Farms.

participate in County programs than is typical in other communities and they are more likely to rate County programs as good to excellent.”

“Use of the park system by Fairfax County residents is extensive. The vast majority of residents use the Fairfax County park system. Eight out of ten households visited a park operated by the FCPA in the year prior to the survey. The survey also indicated that the parks enjoyed widespread popularity, having been visited by at least 70 percent of the households in every major racial/ethnic group in the County.” (Source: Needs Assessment Final Report, 2004 by Leon Younger & PROS)

### 3.3-A: Achieving Market Satisfaction EOE

Adventure Links engages a variety of programmatic, client, and business practices to successfully compete in offering services to our target market. Hemlock Overlook is ideally located to attain our growth projections and client service potential. Adventure Links is positioned to provide NVRPA the service and level of confidence that valuable, customer-centered services are in place at the park.

#### Customer Feedback

1) In the 2008 Fairfax County Summer Camp Customer Satisfaction Survey, Adventure camps:

- Received the highest Net Promoter Score— those customers who are very likely to recommend the camp to others
- Had the highest customer satisfaction ratings of all groups
- The two major drivers that impact customer satisfaction are:
  - Staff Performance
  - Safety & Communication

#### Adventure Links Overall Satisfaction ratings (7.00 point scale)

Adventure Links returned some of the highest overall satisfaction ratings of all Fairfax County Park Authority camps

<u>8—10 year old camps</u>	<u>11—14 year old camps</u>
<b>Overall Camp Rating</b>	<b>Overall Camp Rating</b>
<b>Staff Performance</b>	<b>Staff Performance</b>
<b>Camp Experience</b>	Camp Experience
<b>Safety &amp; Communication</b>	<b>Safety &amp; Communication</b>
Responsiveness	<b>Responsiveness</b>
<b>Camp Selection</b>	<b>Camp Selection</b>

**Bold** indicates Adventure Links’ ratings that were higher than the overall average satisfaction level

- 2) Annual parent surveys conducted by Reston Association, City of Falls Church, Arlington County and Loudoun County consistently return positive, first-rate reviews of their experience with Adventure Links. County organizations are thrilled with the professional and positive representation along with the program variety that Adventure Links brings to their residents and community.
- 3) As seen in staff, camper, and group program retention, we maintain a large percentage of clients year after year. Additionally, our clients enthusiastically market our message to other parents, schools, and organizations.

#### Growth and Program Fill Rates and Projected Contract Sales Goals

- We have steadily increased capacity by an average of 10 percent annually with fill rates reaching as high as 99 percent with a 3 year average fill rate of 90 percent in Fairfax County

- As compared to 2008, our Fairfax County camp registrations are up by 8 percent
- In Arlington County, we have increased our camp capacity by an average of 20 percent annually since 2005 with fill rates reaching as high as 93 percent and a 3 year average fill rate of 85 percent
- At the time of this report, 2009 registrations for Arlington County camps had already reached a 79 percent fill rate
- We have strategically decelerated our Summer Camp growth. With this, we have maintained growth in overall gross revenues by substantially increasing group sales and reservations during summer months.
- At mid-year, we have nearly reached our 2009 projected goal for gross revenue in group reservations with only 15 percent revenue remaining to attain goal
- A vast percent of our revenue is generated from longstanding customers

#### **Translating Values and Interests into Program Competitiveness**

- Adventure Links offers variety of pick up locations, times, and service offerings throughout Northern Virginia
- Collaborating with recreations centers before and after care programs to align service offerings with convenience for parents as well as bringing additional revenue generating capacity to the recreation centers
- Strict adherence to hiring quality outdoor leaders as well as maintaining meticulous attention to staff training to comfort parents and group leaders with a history of excellent safety records
- For schools and groups, we provide a progressive model of field studies to schools to provide multi-disciplinary, co-curricular and more effective educational experiences
- All inclusive capabilities- Adventure Links has the agility and responsiveness to provide parents and group liaisons with the confidence that all behind-the-scenes and program logistics are professionally and effectively executed
- Adventure Links has a passionate commitment to experiential education and regardless of the program, the character, interpersonal, and leadership development of participants are always core components

#### **3.1-B: Target Market and Current Trends in Organizational Training and Development (OTD)**

Our OTD target market is small to mid-size companies with internal commitment to investing in training and development of employees.

- American Society of Training and Development (ASTD) estimated that US Organizations spent \$134.39 billion in 2007 on employee learning and development, with \$50.77 billion of this allocated to external services
- ASTD also reported a 6 percent rise in expenditure per employee to \$1103
- Many companies are choosing to contract with private firms for training versus larger institutions or business schools due to a stronger ability to provide more targeted executive training and lower pricing—as much as 50 percent lower. Additionally, private firms are more likely to ‘go the extra mile’ to maintain client relationships and service commitments (Source: Wall Street Journal- Training without a Campus, April 2009- Alina Dizik)
- Discretionary spending on morale and teambuilding activities is currently under threat in this economy- in a Society for Human Resource Management (SHRM) study conducted in October 2008: “Out of 17 areas where the sampled organizations said they had cut discretionary spending morale and teambuilding activities came in first.”

- SHRM reports that respondents' cuts in HR discretionary spending have negatively impacted workforce morale by 67 percent
- Training budgets are tightening and companies are reducing or cutting lavish spending on off-site events, as a whole, organizations are continuing to invest in locally-based training, development and team building, and more economically sound options. (Source: Columbus Business First, Feb. 2009)

### **3.2-B: Target Market Content Focus OTD**

In light of the current economy, opportunities exist to capture forward thinking, proactive firms that are investing in long-term strategy and successfully positioning themselves to thrive by implementing employee engagement initiatives, improving leadership, and strengthening relationships with their remaining clients. Investing in business fortitude, aligning employees and leadership around core vision, and deriving more value from shrinking resources will set businesses apart during this time of economic strain. Linking human capital management with the overall context of broader business operations, strategies, and marketing is critical to propel companies during difficult times.

The following demonstrate some key content and focal points currently driving organizational training and development decisions:

#### **Effective Communication**

- "According to a global study sponsored by Siemen Enterprise Communications in January 2009, 70 percent of employees of small and mid-sized business believe they are spending 17.5 hours each week addressing the pain points caused by communication barriers and latencies." Other results of this study are as follows:
  - In companies with more than 20 employees, time spent per week dealing with communication issues was closer to 50 percent higher
  - In hard costs, companies of 100 employees could be losing more than \$500,000 each year by not addressing their employees' most prevalent communication issues- roughly \$5000 per employee, per year
  - 61 percent of respondents are finding it difficult to collaborate with colleagues and spend 3.3 additional hours per week attempting to address these issues

#### **Employee Engagement**

Employees are more loyal to companies and organizations that provide training and development. This not only supplants replacement costs for high turnover, but contributes to greater organizational fortitude and morale.

"Career development tops the list of the dozen key factors that keep employees in their jobs, according to a survey of 6,400 employees conducted by consultants Sharon Jordan-Evans and Beverly Kaye. Out of a possible five choices, respondents in an AON study ranked "opportunities for personal growth" to be the number one reason they took their current job and the No. 1 reason they've stayed at that job. That's ahead of pay and the ability to balance work and personal life. Unfortunately, 21 percent of respondents reported that their organizations didn't provide adequate opportunities for personal growth. " (Source: AON "United States @Work")

The latest BEST Award winners with the ASTD reported the following returns from their learning efforts:

- Increased production
- The meeting of regulatory or compliance requirements
- Increased customer satisfaction

- Maintenance of a competitive edge
- Increased operating revenue
- Quality improvements
- Increased employee retention
- Improved customer and employee engagement ratings

(Source: ASTD State of the Industry Report 2008)

### **Leadership Skills**

Whether by habit or out of fear, organizational leaders begin to pull decisions to higher levels, tighten the dissemination of information and limit opportunities for team work sessions. This trend undermines the 'wisdom of crowds' and disengages the collaborative capacity and limits the company's ability to solve problems and maximize productivity. In a 2008 Harvard Business Publishing article- **Hard Times Demand Teamwork-Not an MVP**- Tammy Erickson writes:

"Significant research has shown that groups make better decisions than individuals, that there is wisdom in crowds. Rather than personally grabbing the ball during a downturn, leaders need to tap into the wisdom and, perhaps even more importantly, the energy of the entire organization. A leader's role is to Build relationships and trust deep in the organization. Don't cut out meetings, intensify the competition among internal teams, or reduce investments in learning. Rather, increase your firm's "collaborative capacity" by building relationships and encouraging knowledge exchange."

### **3.3-B: How Adventure Links Positions to Succeed in OTD Active Networking**

- ***See Attached — Appendix MP—H: Networking and Executive Education***  
***\*See attached letter from Josh Frey— EO***
- Attaining access to decision-makers in firms and organizations through alliances and leadership
- Strategic positioning with PEO companies to provide active, engaging session to enhance HR consultations  
***\*See attached letter from Synergetic***
- Leverage regional and national consulting and training opportunities with Entrepreneurs Organization, Young Presidents Organization, and Vistage
- Top management at Adventure Links serves in leadership positions on area business and executive Boards to promote relationship-based marketing and serve as foundation for credibility

### **Program Design and Delivery**

- Niche and skill-focused team development sessions versus loosely assembled experiences
- Service quality commitment beginning with formalized pre-program assessment, applicable and transferrable program delivery, and post program 'Summary Report'
- Multiple pre-program interviews to comprehensively assess client needs
- Engage in executive education to both promote business strategy for Adventure Links as well as apply information and innovation to those companies we serve
- Integration of current and innovative executive trends and strategies
- Strategic assignment of program representative to interact with the client on their level
- Consultative design— lower cost, more frequent events versus high cost, single use events
- Cost-saving flexibilities in program design — portability of programming and varied facilitative venues



**To:** Northern Virginia Regional Park Authority

**Re:** Recommendation of Adventure Links as a Strategic Partner

**From:** Josh Frey, President Elect 2010, Entrepreneurs' Organization Board of Directors,  
Washington DC Chapter

Through my professional association with Adventure Links in the Washington DC, Maryland, and Northern Virginia business sectors, I highly and confidently recommend a strategic partnership with their company. In both my leadership position and business relationship, I have directly witnessed the respect Adventure Links establishes and maintains with highly successful business owners at a local, regional and national level.

With my intimate knowledge and experience in working with Adventure Links, I believe the following best summarizes who they are and what makes them unique:

*Keys to the Adventure Links' Competitive Alignment and Advantage:*

- **Adventure Links is consistently and strategically networked with C- level executives and the decision- makers within companies.**

Adventure Links has a steadfast, committed, and strategic approach to building positive relationships and networks in this region. If there is an opportunity to connect with the business executives of this region, Adventure Links is there. They understand that a critical path to continued program success is through the building of these relationships and partnerships.

As a Global member and Board of Directors officer within Entrepreneurs' Organization, Adventure Links accesses a gate to global business opportunities and alliances. They are talking to the right people, at the right time, providing relevant and compelling services to help build the foundation and assets that are critical for their clients to not only survive, but thrive.

- **Adventure Links is forward-thinking and fully engaged in executive learning and excellence.**

The alliances and relationships Adventure Links has avidly sought and secured have provided access to high-level executive strategists, coaches, tools, and business growth experts. Maintaining this edge has provided Adventure Links a relevant and informed competitive position when providing corporate consultation and services to their clients as well as continually strengthening themselves internally.

- **Adventure Links gives back.**

The owner of Adventure Links, Anna Birch, provides unwavering and effective leadership in her Board of Directors position. Anna goes far beyond what is expected of her position, taking the time to understand fellow members to help them gain the most out of their membership with EO. When I see the drive, passion and hard work that Anna gives to our Board, it is very clear why Adventure Links operates at the level of reliability and success that they do. The care, integrity, and respect with which Adventure Links approaches its clients, business colleagues, and the program facility are both unique and refreshingly uncommon.

The above recommendation is a sampling of some of the many benefits any partnering organization would gain through an association and alliance with Adventure Links. They have my unequivocal support and vote of confidence in servicing any of our member companies and their leaders in our network of business owners here in the DC Metro area.

Sincerely,

Josh Frey  
President Elect, Entrepreneurs' Organization, DC Chapter  
CEO, On Sale Promos, LLC.

# Synergetic, Inc.

April 23, 2009

Northern Virginia Regional Park Authority

**RE: Adventure Links**

To Whom It May Concern:

Synergetic, Inc. is a Professional Employer Organization (PEO). As such we provide a full menu of Human Resource services to a wide range of small and medium sized businesses all along the Eastern Seaboard. One of our customers is involved with real estate development and property management services. To assist this company we enlisted the services of Adventure Link to partner with us.

Over the past year, Adventure Links has provided us with three (3) training sessions for this customer with excellent results.

I was extremely impressed with Anna Birch and her staff not only in terms of the content they brought to us, but the level of professionalism they exhibited in all of their interactions with us.

We initially approached Adventure Links to help us identify and recommend methodologies to improve a company's teamwork, communications, and problem solving skills.

They interviewed several key staff members to understand the company culture and then developed a number of exercises to increase everyone's awareness of the challenges facing the company. These exercises were tremendously enlightening and everyone who participated felt the time spent with Adventure Link was extremely beneficial. The most important aspect of the training was that it clearly identified opportunities for improvement but did so in a very fun and entertaining way.

The results of the training were so impressive that we invited Adventure Links to return several months later to further expand the training. It is now our intention to have them spend some additional time next month assisting the senior staff to improve teamwork and communications.

In our capacity as an outsourced Human Resources provider, we are in discussions with Adventure Links on how we can further expand our partnership using their unique skills and abilities. This is an exciting concept and we are looking forward to further integrating them into our existing customer base.

In the event you need any further information, or have any questions regarding this partnership, please contact me at (803) 750-7041.

Sincerely yours,

  
Emmett Scully

Synergetic, Inc. 10 Woodcross Drive Columbia, SC 29212

## Experience-Marketing Strategy

*See attached letter: Flint Hill School*

### 4.1: Our Experience

Our role is to provide authentic, profound, and inspiring outdoor experiences and we are therefore charged with facilitating the “Customer Journey.” Beyond the mere delivery of a product or service, our efforts employ a set of disciplines that cohere around the idea of a positive Customer Journey, from the time the client responds to a marketing message to the post-program evaluations and finally, to customer-driven promotions to others.

- We directly align the experience to what clients value by employing a disciplined pre-program process
- We position customer service as an imperative, not an extra
- We deliver an experience that inspires clients to energetically promote Adventure Links to others
- We differentiate the Adventure Links experience by selectively hiring devoted experiential educators who deliver uncommon and high impact experiences

### 4.2: Relationship Building

Adventure Links believes the key to capturing the attention of our clients is to establish trust, build credibility, and routinely engage our community. A pillar to professionally representing NVRPA and expanding capacities to serve the public is our dedication to build and uphold quality relationships. We do this in the following ways:

- Revering, respecting, and rewarding our client loyalty by dedication to innovation, service, and responsiveness
- Nurturing business alliances and community partnerships that fill programmatic gaps while providing revenue-generating options
- Offering complimentary, high-value Family Stewardship Outings to engage our clients and the public in positive service-learning experiences with Adventure Links
- Establishing multiple pricing points and expanding funding partnerships to increase program accessibility to economically disadvantaged populations

### 4.3: Value Conveyance

NVRPA's broad access to the public and reputation of quality combined with the valuable and branded services of Adventure Links can join in a remarkable opportunity to convey our value to the community through the following core actions:

- Communicating why we do what we do not what we do  
“Children experience a fundamental shift in facing a challenge and increased confidence interacting with peers.” Versus: “We take kids rock climbing and do team development activities.”
- Experientially engaging the community by resonating with client needs and providing multiple points of engagement with Adventure Links and NVRPA
- Conducting annual internal value audits to insure that the following outcomes directly align with program delivery:
  - Core values, goals, and philosophies of Adventure Links and NVRPA are seamless
  - Collaborative messaging is provided to community by Adventure Links and NVRPA
  - Leadership and professional goals of program staff and administration are met
  - Value-based training of program staff and administration is ongoing
- Remain current, alert, passionate, and innovative in the delivery of experiential and outdoor education and fluently articulate these skills to current and potential clients





# Flint Hill School

March 30, 2009

To Whom It May Concern,

As the coordinator for the Flint Hill School Experiential Education Program I have been working closely with Adventure Links for many years and I want to take a moment to recommend them to you.

Every year each of our grades (70-130 students) has a field studies overnight trip and Adventure Links is instrumental to their success. When I started at Flint Hill 7 years ago, Adventure Links was already providing our Middle School (5<sup>th</sup>-8<sup>th</sup> grades) programs and each year we have been so consistently pleased with Adventure Links creative programs, professional staff, affordable rates, and even their liability insurance coverage that we turn over more and more of our programming to them. Finally, last year we signed a 3 year contract with them for the entire Middle School program and next year we intend to add the entire Upper School program to another 3 year contract.

I cannot say enough about how highly we esteem Adventure Links. I have absolutely no hesitation in recommending them to serve as the operator of Hemlock Overlook. Each year, with Adventure Links, Flint Hill students are immersed in white water rafting, caving, rock climbing, hiking, tubing, trail biking, group bonding on high and low ropes courses, canoeing, kayaking, sailing, and service-learning projects. From these, they experience interpersonal and personal growth discussions and realizations. In previous years, our students experienced a variety of Ropes Course programs with vendors other than Adventure Links. After experiencing the quality of leadership, the uncommon ability to engage and maintain our student's attention and the professionalism of Adventure Links' ropes course facilitators, we wouldn't consider anything less. Year after year, Adventure Links delivers on their promise and consistently amazes us. And, our students and teachers simply love their staff! In addition, they are proactive in weaving our specific Flint Hill and class trip goals into the overall experience.

Adventure Links has also skillfully incorporated our academic goals and requirements by integrating science stream surveys when canoeing, nautical literature & lore while sailing, and historical civil war lessons on the biking trail, just to name a few examples. Adventure Links tailors each program to incorporate our grade level goals for high adventure, personal reflection time, service projects, class bonding, and curricular tie-ins. As an added benefit, Adventure Links is there to guide 'free time' activities and inspiring campfire and camaraderie sessions at the end of the day. From pre-planning to execution to follow up, the Adventure Links staff attends to every detail seamlessly.

It is clear that Adventure Links has the experience and expertise to work with large school group programs. This is evidenced by their smooth, effective, and deliberate execution of countless behind-the-scenes efforts that demonstrate their commitment to quality and safety. They consistently go the extra mile to handle logistics with tracking electronic permission slips, previewing all menus and medical forms, and providing us with concise pre-trip booklets; to name a few. These "little things" put everyone's minds at ease: the parents, faculty and administrators know we will be in good hands when we leave campus. What's more, the kids are always physically and emotionally safe and well cared for by the Adventure Links fun, nurturing, expert, well trained staff at hand. From leading a hike or teaching about ecosystems, to serving dinner or singing silly songs around the campfire, their staff does everything with enthusiasm, joy, and professionalism – they are truly role models for our students. Our faculty rave, the kids rave, and the business office even raves about Adventure Links! I don't write well enough to do them justice, so feel free to call me for more in-depth information or any questions you may have: 703-786-1511. I'd love to tell you more of the wonders of Adventure Links so please don't hesitate.

Sincerely,



Happy Olmstead

Flint Hill School Teacher & Field Studies Coordinator

East Campus (Grades JK - 8): 10409 Academic Drive, Oakton, VA 22124  
West Campus (Grades 9 - 12): 3320 Jermantown Road, Oakton, VA 22124  
[www.flinthill.org](http://www.flinthill.org)

## **Financial Data and Projections**

### **5.1: Marketing Expense Distribution**

*See Appendix MP-B*

### **5.2: Revenue Goals**

*See Appendix MP-C*

## **Tactical Strategy**

### **6.1: Objectives, Actions and Timeline**

Quarterly Implementation Outline- *See Appendix MP-E*

### **Key Marketing Objectives, Actions and Measurement and Timeline**

**Objective 1.** We will promote NVRPA as an established leader in recreation and conservation by collaboratively communicating value and opportunities to the public and delivering a diversity of experiential and educational offerings at Hemlock Overlook.

#### **Key Actions**

- **Strategically optimize online marketing**
  - We will remain current in our online marketing strategies and campaigns by having targeted, optimized, and continually updated campaigns and content
  - Communicate our position by continually refining messages for relevance and value
  - Understand the impact on our market by tracking online behavior metrics
  - Distinguish and clarify program content by creating alternate, targeted domain usage
- **Utilize technology as effective interactive tool**
  - Successfully interact with the public by delivering relevant, timely and value-added messages through targeted technology campaigns
  - Interact with clients by through newsletters, publications of pertinent research data, and community engagement calendars
- **Leverage and position Adventure Links and NVRPA as thought leaders**
  - We will make Hemlock Overlook a destination training center by launching the Advanced Training Conference Center
  - Actively pursue collaborative funding, research, and pilot program support through a mutually beneficial partnership with NVRPA
  - Augment NVRPA, Hemlock Overlook, and Adventure Links' visibility and credibility by establishing formal affiliations, increasing credit-hour internship opportunities, and linking with university programs and industry innovators

#### **Measurements and Timelines**

- Engage 10,000 clients with interactive technologies by 2011
- Increase online lead conversions by 5 percent by 2010
- Identify and select five viable funding, pilot or research opportunities by year-end 2010
- Launch first formal training program at Advanced Training Conference Center by winter 2010
- Secure formal affiliations and internship alliances with 10 nationally recognized university outdoor education programs by year-end 2010

**Objective 2.** We will fully leverage the brand recognition of NVRPA, Hemlock Overlook, and Adventure Links by seamlessly deploying our business, marketing, and administrative infrastructure and alliances.

## **Key Actions**

- **Strategically leverage core alliances with the following groups to achieve regional and national program and for some, international, brand presence:**
  - Waldorf Schools International
  - Achievement First Schools
  - National Military Family Association- Operation Purple
  - Regional private camp programs- continue as industry expert service provider
  - Retail affiliations with REI, Hudson Trail Outfitters, and Eastern Mountain Sports
- **Expand current market footprint and brand recognition through Fairfax, Arlington, and Loudoun counties and neighboring jurisdictions**
  - Strategically leverage our brand recognition and county alliances to access distribution channels throughout Northern Virginia
  - Preserve the NVRPA and Hemlock Overlook brand by launching timely, professional, and quality customer-management systems
  - Maximize the NVRPA brand recognition to achieve even greater visibility within the community by actively collaborating and continually innovating co-marketing strategies
  - Build momentum as an outdoor and experiential resource to families by educating the public on the resources and opportunities at all NVRPA parks
  - Fully leverage corporate and organizational consulting by promoting the Hemlock Overlook location, conveying our high level program content, and attracting business networking engagements

## **Measurements and Timelines**

- Add Arlington and Prince William County school system to current Loudoun and Fairfax County flyer distributions by year-end 2010
- Conduct two exclusive and strategic corporate/organizational promotional events at Hemlock Overlook in 2010
- Regain 70 percent of Hemlock Overlook legacy clientele within first two years of operation
- Establish broader retail marketing cooperative branding in select national outfitters by year-end 2010
- Implement cooperative marketing strategic plan with NVRPA within six months of operation

**Objective 3.** We will execute relationship-based marketing techniques by employing non-traditional tactics and maximizing our most productive growth avenues—client referrals and targeted online messaging

## **Key Actions**

- **Strategically introduce multi-level program entry options (Level I- Adventure, II- Experience and III- Achievement) to provide various pricing tiers and program options to promote broader accessibility for clients**
  - We will articulate pricing and program offerings and enhance pre-commitment materials to provide clients a more complete introduction to Adventure Links' programs
  - Offer professional client management strategies and systems throughout the entire client life cycle
  - We will leverage the programs by effectively communicating the distinctions of Level I, II, and III engagements

- **Provide a series of valuable, low risk (minimal to no cost for customer) engagements for our current clients to experience Adventure Links while also encouraging loyal clients to serve as ambassadors of our message and programming**
  - We will provide and sponsor events that allow our receptive and legacy clients to introduce potential clients to Adventure Links
  - Reach the community leaders and constituents by creating a multitude of pathways and access points to Adventure Links and our programs
- **Refine messaging and marketing strategies to engage the diversity of client receptivity**
  - Obtain funding and support to enhance experiential programming and provide parents and clients data that supports the effectiveness of experiential and outdoor education
  - Craft specific messages for distinct types of parents/individuals:
    - Early adopters—those that are actively seeking opportunities in outdoor and experiential education and already have strong beliefs in the effectiveness
    - Busy—highly scheduled, ambitious people that prefer to hear messages rapidly and must see distinct connection to add this to their schedule. Busy people are effectively reached by the stories early adopters tell
    - Active—highly active and engaged in outdoor and experiential activities, but do not have the same intrigue in research or educational messages. These types of individuals are accessed best by connecting with their personal passions regarding outdoor or experiential activities
    - Strained—due to lack of personal or financial resources, opportunities and programs are not being sought by this population. The most effective access must be gained through community organizations such as Boys and Girls Clubs, school programs or grant-supported enrichment opportunities.

#### **Measurements and Timelines**

- Schedule and deliver four Family Stewardship Days each year
- By year-end 2010, coordinate press and media coverage of Stewardship Days
- By year-end 2011, implement a minimum of three impact studies of environmental programming
- Sponsor two Open House events per year for current and potential clients of summer and group programming
- By year end 2011, obtain at least three funding grants for disadvantaged youth programming
- Achieve 10% increase in group program conversions to summer camp participants
- Attain 20% increase in Level III program commitments by year-end 2011
- By year-end 2011, have tri-annual teacher trainings in place at Hemlock Overlook
- By year-end 2012, have three online, interactive client software programs that fulfill a client need and introduce Adventure Links to potential clients

## Evaluation and Control

### 7.1: Quality Control and Evaluation

- Adventure Links' quality control process is designed to minimize risk, ensure safety, reinforce comprehensive compliance with industry safety standards and assure effective educational program content. Internal and external risk audits are primary methods in the risk management process while staff and program evaluative processes shape our content and delivery methods. In addition to our standard procedure of documenting and analyzing all incidents, we eliminate gaps or oversights by employing external formalized-risk management reviews. The external review consists of legal consultation of all policies, procedures, agreements, and documents; review of policies by a medical professional; tri-annual American Camp Association Accreditation review; and financial reviews by external controller team.

Our research-based program evaluation strategies rely on the following components:

**Building evaluation into program design.** We collect information about program effectiveness beginning at participant registration. Our programs are developed with evaluation components built in so that we can measure impact, track success, adjust course if needed, and demonstrate outcomes. Principally, however, our evaluation process is designed to inform program improvement, and our key stakeholders are our clients. Involving them in the identification of appropriate indicators is central to maintaining program and evaluation integrity. Devoting time during each program to investigate program effectiveness with both the participants and the group leaders is an effective real-time process for Adventure Links.

**Base program design and evaluation indicators on evidence.** Adventure Links intends to move beyond traditional indicators, such as retention and purchasing behavior, toward more rigorous evaluation measures currently espoused by leaders in the experiential education industry. Current research in experiential education offers sophisticated indicators of successful programs. These include resilience<sup>2</sup>, hardiness, mental toughness, self-esteem, self-efficacy, dispositional optimism, positive affect,<sup>3</sup> and "meaningful involvement."<sup>4</sup> A three-phase, mixed-methods approach<sup>5</sup> will allow Adventure Links to expand its evaluation to include more of these indicators. Phase 1 will include qualitative exploration of goals and attributes shared across our programs, a literature scan of domains applicable to those attributes, and identification of available, tested instruments to use for evaluation. Phase 2 will include implementation of adapted instruments to collect quantitative data among participants and families, as well as staff and group clients. Phase 3 will include exploration of ways to engage third parties (e.g., university research centers, federal entities, private philanthropy) in evaluation, focusing on research and dissemination of best practice in the field.

**A focus on program improvement.** We are committed to collecting data that helps us improve programs for our customers. We will ensure that data we collect are utilization-focused<sup>6</sup>—that the data are immediately relevant to our programs and business plan. For example, we encourage staff to

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<sup>2</sup> Gray S, Jeverson J, Gass M. The Evolution of Becoming an Evidence-based Experiential Adventure Program. Santa Fe Mountain Center and University of New Hampshire. Presented at the 2008 Research and Evaluation of Adventure Programming Conference: Connecting Evidence-based Research to Quality Programming. March 20, 2008.

<sup>3</sup> Sheard M, & Golby J. The Efficacy of an Outdoor Adventure Education Curriculum on Selected Aspects of Positive Psychological Development. *Journal of Experiential Education*, 2006:29(2),187-209.

<sup>4</sup> Haras K, Bunting CF. The Differences in Meaningful Involvement Opportunities Provided by Ropes Course Programs. *Journal of Experiential Education*. 2005:27(3),297-299.

<sup>5</sup> Creswell JW, Plano Clark VL. *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage, 2007.

<sup>6</sup> Quinn Patton M. *Utilization-Focused Evaluation*, 4th ed. SAGE: 2008.

assess group dynamics, time allocations, and group-specific educational needs and make adjustments for program improvement. We are careful to choose succinct, representative measures of program progress that reflect the current experiential learning models and literature. Clearly, our choice of core indicators will remain intact for the purpose of trend analysis, but quality improvement relies directly on formative evaluation approaches designed to improve programs in real time.

**Emphasis on appreciative inquiry.** We involve participants in ongoing evaluations of their own and peers' experiences, building skills in self-assessment, appreciative inquiry, and relational communication. Participant perspectives offer the richest, most authentic source for identifying learning outcomes.

**Staying connected with the community.** We routinely survey parents and members of the community after programs have ended to help us improve our services and offerings and capture local or regional dynamics that can influence our marketing and programming plans.

**Innovation through systematic evaluation.** We build in staff incentives to use evaluative data to spur innovation in program design. Daily and weekly staff meetings integrate time critical client evaluation and feedback directly to allow staff to adjust, augment, or sustain effective programming strategies.

**Proposed Improvements  
and  
Financing Plan**

## **9. Description and Cost Estimate for any Proposed Improvements**

**A detailed description and cost estimate for any proposed improvements to the property, including the projected source of funding.**

***See Attached— Appendix F***

## **10. Project Financing Plan**

**A detailed project financing plan and evidence of the availability of funding.**

***See Attached— Appendix G***



## **Appendix A - Descriptions**

## **Appendix A: Specific Description of Proposed Uses**

### **Program Descriptions**

**Team and Leadership Development Programs** are a personal development platform for youth, adults and organizations. Many of the challenges people face are rooted in the ability to effectively communicate and successfully adjust to a role and voice within a group. Our Community Building programs provide a safe platform to engage in a decision making or physical challenge and be fully immersed in an atmosphere of discovery and reflection. The careful design of a positive challenge set before a participant builds confidence and widens their view of the world. A day of team development provides problem-solving and decision making challenges that the group must work together to solve and following each activity is a discussion of the lessons learned as a result. The resources for our team development programs are a low and high ropes course as well as several portable activities that can be assembled and put away at the end of a program.

**Primitive Teachings** are engaging lessons that demonstrate to children that their essential needs can be met with the resources in the natural world. They discover the hidden jewels of the forest and how they were used for survival during a much simpler period in our history. Lessons in friction fires, cordage, food, water, shelter building and tool making provide the backdrop to ignite curiosity and change a mental model that being outside is "uncomfortable." The educational process allows participants to understand, at a much deeper level, the relationship and possibilities of positively interacting with the outdoors.

Our **Environmental and Outdoor Education** programs have been integral instruments to area private and public school classes. Teachers and administrators place the design, facilitation and implementation of engaging and creative environmental programs for their class trips and field studies in our hands. The consistent reactions from teachers are utter amazement that the lessons learned create such enduring and notable positive impact on their students and classrooms. Schools find that the Adventure Links programs have become a critical enhancement to their science and environmental curricula. Teachers and parents commend the clear, gentle and passionate delivery of the message of environmental responsibility our staff conveys. Activities included in our Environmental and Outdoor Education programs are: Orienteering, plant identification, Leave No Trace, Environmental Education Scavenger Hunts, and minimum impact camping. We also conduct off-site programming in water quality analysis to further support schools' science curricula.

As a direct result of the interactions we have with our participants, we continue to fill our Environmental Stewardship Days. These are events organized and implemented by Adventure Links whereby parents and children volunteer days out of their schedule to clean up the Shenandoah River, area trails and rock climbing sites. Participants work side by side with the Adventure Links' staff and end the day with a sense of pride and accomplishment that they dedicated hard work and time toward a natural area that was in dire need of attention and care.

**Outdoor Adventure Base Camp-** Adventure Links provides a variety of programming connected to our foundational program but does not specifically rely upon the facility as a program site. These include:

- Rock Climbing
- Kayaking, Canoeing and Rafting
- Mountain Biking
- Caving

The above programs are provided as both stand alone programming as well as an accompaniment to any of the team development and leadership programs we facilitate. We provide introductory, intermediate and advanced instruction. The outreach for such adventure programs is vast and we serve a wide demographic of individuals and groups with the above outdoor adventure programs.

**Overnight Program Facility-** A strategic focus of Adventure Links client relationships is to elevate many of our single day programming options to multi day experiences. The impact of this focus has provided a more committed return rate of annual clients as well as a more comprehensive programmatic content.

Historically, we have provided our tent platform setting or have worked collaboratively with area conference centers to provide a variety of lodging options. It is our current strategy to target our audience and concentrate such use to one location- Hemlock Overlook. We provide a full service program design that encourages extended programming hours, highly satisfied customers, and further promotes the overall value of the experience.

**Summer Programs** at Adventure Links consist of an extensive and varied schedule of offerings available to the local, regional, national and international public. Beginning as a small summer program in 1997, we have grown to serve thousands of youth each summer and have a well established presence in Northern Virginia. We deliver a high quality, environmental and experiential summer program experience. Summer youth programming is delivered in a variety of options for parents:

- Day Camp with pick-up locations throughout Fairfax, Loudoun, and Arlington Counties- we work in close collaboration with all three counties to provide greater access to our programs
- Overnight Camp- predominantly off site with a variety of itineraries, leadership opportunities, and expeditionary style learning environment
- Teen Expeditions- two week expeditionary immersions traveling to specific destinations in the Eastern region of the United States. These programs provide a unique leadership, outdoor and character building opportunity for local, regional and international populations.
- Training and specialty service provider for area camps, organizations, and professional groups including all of the proposed uses for Hemlock Overlook.

**The Advanced Training Conference Center** is our vision to establish a mentoring and professional development program that provides outdoor educators, teachers, professional guides and experiential educators access to higher level training. We have begun a study period to explore the opportunities of launching a training institute and propose to develop this renowned training facility at Hemlock Overlook. This would serve to attract local, regional and national client participation and establish NVRPA, Hemlock Overlook, and Adventure Links as a recognized institute for training opportunities and professional resources. We are currently staffed to provide certifications in a variety of advanced wilderness medicine as well as kayaking through the American Canoe Association. Professional development trainings can include, but are not limited to: Introductory and Advanced Facilitation, Experiential Educators Training, Site/Safety/Risk Management Symposiums, Group and Behavior Management, Professional Staff Training, and Targeted Leadership Training. Such an institute would support the mission of providing a comprehensive training resource recognized and supported through strategic partnerships and endorsements.

## **Appendix B – User Fees**

## Customer Volumes & Fees

## Appendix B Appendix MP-C

Volumes		Avg. User	Actual	2008	2009	2010	2011	2012	2012	Year over Year Growth Rate
Adventure Links		Per Unit	User Days	Customer Volume						
Summer Programs										
Day Camps		1	5	1,107	1,146	1,186	1,227	1,270	1,315	Day Camp 0.04
Overnight Camps		1	7	186	193	199	206	213	221	Overnight 0.04
Expeditions		1	14	26	39	52	65	91	121	Expeditions 0.33
Corporate		15.5	1	11	14	19	24	31	41	Corporate 0.30
Groups and Schools		62.5	1	82	98	118	142	170	204	Groups 0.20
University		0	0	-	-	-	-	-	-	University -
Total Customer Volume				1,412	1,490	1,574	1,664	1,776	1,902	
Hemlock				Delta	55%	130%	125%	120%	110%	
Summer Programs										
Day Camps		0	0	-	-	-	-	-	-	Day Camp
Overnight Camps		0	0	-	-	-	-	-	-	Overnight
Expeditions		0	0	-	-	-	-	-	-	Expeditions
Corporate		15	2	76	21	54	68	82	90	Corporate
Groups and Schools		1	1	20,954	5,762	14,982	18,728	22,473	24,720	Groups
University		13.5	1	91	25	65	81	98	107	University
Total Customer Volume				21,121	5,808	15,102	18,877	22,652	24,917	
				2009 Partial Year Factor	50%					

### Average Fees Net of Discounts

Adventure Links		2008	2009	2010	2011	2012	2013
Summer Programs		Price Increases:	0%	3%	5%	5%	5%
Day Camps		\$ 423	\$ 423	\$ 435	\$ 457	\$ 480	\$ 504
Overnight Camps		\$ 625	\$ 625	\$ 644	\$ 676	\$ 710	\$ 745
Expeditions		\$ 1,663	\$ 1,663	\$ 1,712	\$ 1,798	\$ 1,888	\$ 1,982
Corporate		\$ 1,636	\$ 1,636	\$ 1,685	\$ 1,769	\$ 1,858	\$ 1,950
Groups and Schools		\$ 3,339	\$ 3,339	\$ 3,439	\$ 3,611	\$ 3,791	\$ 3,981
University							
Hemlock		2008	2009	2010	2011	2012	2013
Summer Programs		Price Increases:	0%	5%	5%	5%	5%
Day Camps		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overnight Camps		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expeditions		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate		\$ 3,895	\$ 3,895	\$ 4,090	\$ 4,294	\$ 4,509	\$ 4,734
Groups and Schools		\$ 37	\$ 40	\$ 42	\$ 44	\$ 46	\$ 49
University		\$ 564	\$ 60	\$ 63	\$ 66	\$ 69	\$ 73

### Revenue (Merchandise & Other Not Included)

Adventure Links		2008	2009	2010	2011	2012	2013
Summer Programs							
Day Camps		\$ 467,228	\$ 484,098	\$ 516,073	\$ 560,842	\$ 609,495	\$ 662,369
Overnight Camps		\$ 116,288	\$ 120,358	\$ 128,308	\$ 139,439	\$ 151,535	\$ 164,681
Expeditions		\$ 43,225	\$ 64,838	\$ 89,044	\$ 116,870	\$ 171,799	\$ 240,518
Corporate		\$ 17,993	\$ 23,391	\$ 31,321	\$ 42,753	\$ 58,358	\$ 79,858
Groups and Schools		\$ 273,757	\$ 328,509	\$ 406,037	\$ 511,606	\$ 644,624	\$ 812,226
University		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue		\$ 918,991	\$ 1,021,194	\$ 1,170,782	\$ 1,371,510	\$ 1,635,810	\$ 1,959,452
Hemlock		2008	2009	2010	2011	2012	2013
Summer Programs							
Day Camps		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overnight Camps		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expeditions		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate income		\$ 296,022	\$ 81,406	\$ 222,239	\$ 291,688	\$ 367,527	\$ 424,494
Groups and Schools		\$ 783,261	\$ 230,494	\$ 829,249	\$ 825,889	\$ 1,040,620	\$ 1,201,916
University		\$ 51,357	\$ 1,502	\$ 4,099	\$ 5,380	\$ 6,779	\$ 7,830
Total Revenue		\$ 1,130,640	\$ 313,402	\$ 855,586	\$ 1,122,957	\$ 1,414,926	\$ 1,634,240



<b>Rates and Discounts for Groups</b>
---------------------------------------

		Std Rate/Person No Discount	Avg % Discount	Avg \$/Per
<b>ADULT</b>				
	1 DAY	61		61
	2 DAY	112		112
<b>CAMP &amp; CNTY</b>				
	Total 1 Day	63	26%	47
	Total 3+ Days	89	0%	89
<b>SCHOOL</b>				
	Total 1 Day	66	44%	37
	Total 2 Day	74	36%	47
	Total 3+ Day	121	27%	88
<b>SCOUT</b>				
	Total 1 Day	59	27%	43
	Total 1D/1N	68	16%	56
	Total 2 Day	79	8%	73
<b>YOUTH</b>				
	Total OTHER	52	28%	37
<b>CORP</b>				
	Total CORP	112	2%	110

## **Appendix C – User % by Type**

# User Day Percentage by Type, Year, Month & Day

Appendix C

Appendix D

2008

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,107	5,535	791	26	\$ 84.50	44%
Overnight Camps	1	7	186	1,302	186	6	\$ 89.31	10%
Expeditions	1	14	26	364	52	2	\$ 118.75	3%
Corporate	15	5	11	171	24	1	\$ 105.53	1%
Groups and Schools	62	5	82	5,125	732	24	\$ 53.42	41%
University	0	0	-	-	-	-	-	0%
<b>TOTAL</b>			<b>1,412</b>	<b>12,497</b>	<b>1,785</b>	<b>58</b>	<b>\$ 73.54</b>	<b>100%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	76	2,280	326	11	\$ 129.83	9%
Groups and Schools	1	1	20,954	20,954	2,993	98	\$ 37.38	86%
University	13	5	91	1,229	176	6	\$ 41.80	5%
<b>TOTAL</b>			<b>21,121</b>	<b>24,463</b>	<b>3,495</b>	<b>114</b>	<b>\$ 46.22</b>	<b>100%</b>

Season 7 Months  
214 Days

2009

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,146	5,729	818	27	\$ 84.50	28%
Overnight Camps	1	7	193	1,348	193	6	\$ 89.31	7%
Expeditions	1	14	39	546	78	3	\$ 118.75	3%
Corporate	15	5	14	222	32	1	\$ 105.53	1%
Groups and Schools	62	5	98	6,150	879	29	\$ 53.42	30%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,490</b>	<b>13,994</b>	<b>1,999</b>	<b>65</b>	<b>\$ 72.97</b>	<b>68%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	21	627	90	3	\$ 129.83	3%
Groups and Schools	1	1	5,762	5,762	823	27	\$ 40.00	28%
University	13	5	25	338	48	2	\$ 4.44	2%
<b>TOTAL</b>			<b>5,808</b>	<b>6,727</b>	<b>961</b>	<b>31</b>	<b>\$ 46.59</b>	<b>32%</b>

Season 7 Months  
214 Days

2010

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,186	5,929	847	28	\$ 87.04	18%
Overnight Camps	1	7	199	1,395	199	7	\$ 91.99	4%
Expeditions	1	14	52	728	104	3	\$ 122.31	2%
Corporate	15	5	19	288	41	1	\$ 108.70	1%
Groups and Schools	62	5	118	7,380	1,054	34	\$ 55.02	22%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,574</b>	<b>15,720</b>	<b>2,246</b>	<b>73</b>	<b>\$ 74.48</b>	<b>47%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	54	1,630	233	8	\$ 136.33	5%
Groups and Schools	1	1	14,982	14,982	2,140	70	\$ 42.00	45%
University	13	5	65	878	125	4	\$ 4.67	3%
<b>TOTAL</b>			<b>15,102</b>	<b>17,491</b>	<b>2,499</b>	<b>82</b>	<b>\$ 48.92</b>	<b>53%</b>

Season Length 7 Months  
214 Days



# User Day Percentage by Type, Year, Month & Day (continued)

Appendix C  
Appendix D

2011

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,227	6,137	877	29	\$ 91.39	16%
Overnight Camps	1	7	206	1,444	206	7	\$ 96.59	4%
Expeditions	1	14	65	910	130	4	\$ 128.43	2%
Corporate	15.5	1	24	375	54	2	\$ 114.13	1%
Groups and Schools	62.5	1	142	8,856	1,265	41	\$ 57.77	22%
University	0	0	-	-	-	-	-	0%
<b>TOTAL</b>			<b>1,664</b>	<b>17,721</b>	<b>2,532</b>	<b>83</b>	<b>\$ 77.40</b>	<b>45%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	68	2,038	291	10	\$ 143.14	5%
Groups and Schools	1	1	18,728	18,728	2,675	88	\$ 44.10	47%
University	13.5	1	81	1,098	157	5	\$ 4.90	3%
<b>TOTAL</b>			<b>18,877</b>	<b>21,863</b>	<b>3,123</b>	<b>102</b>	<b>\$ 51.36</b>	<b>55%</b>

Season Length: 7 Months  
214 Days

2012

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,270	6,352	907	30	\$ 95.96	14%
Overnight Camps	1	7	213	1,494	213	7	\$ 101.42	3%
Expeditions	1	14	91	1,274	182	6	\$ 134.85	3%
Corporate	15.5	1	31	487	70	2	\$ 119.84	1%
Groups and Schools	62.5	1	170	10,627	1,518	50	\$ 60.66	23%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,776</b>	<b>20,234</b>	<b>2,891</b>	<b>95</b>	<b>\$ 80.85</b>	<b>44%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	82	2,445	349	11	\$ 150.30	5%
Groups and Schools	1	1	22,473	22,473	3,210	105	\$ 46.31	48%
University	13.5	1	98	1,318	188	6	\$ 5.15	3%
<b>TOTAL</b>			<b>22,652</b>	<b>26,236</b>	<b>3,748</b>	<b>123</b>	<b>\$ 53.93</b>	<b>56%</b>

Season Length: 7 Months  
214 Days

2013

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,315	6,574	939	31	\$ 100.76	13%
Overnight Camps	1	7	221	1,546	221	7	\$ 106.50	3%
Expeditions	1	14	121	1,699	243	8	\$ 141.59	3%
Corporate	15.5	1	41	633	90	3	\$ 125.83	1%
Groups and Schools	62.5	1	204	12,753	1,822	60	\$ 63.69	24%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,902</b>	<b>23,205</b>	<b>3,315</b>	<b>108</b>	<b>\$ 84.44</b>	<b>45%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	90	2,690	384	13	\$ 157.81	5%
Groups and Schools	1	1	24,720	24,720	3,531	116	\$ 48.62	47%
University	13.5	1	107	1,449	207	7	\$ 5.40	3%
<b>TOTAL</b>			<b>24,917</b>	<b>28,860</b>	<b>4,123</b>	<b>135</b>	<b>\$ 56.63</b>	<b>55%</b>

Season Length: 7 Months  
214 Days

## **Appendix D - Usership**

# User Day Percentage by Type, Year, Month & Day

Appendix C  
Appendix D

2008

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,107	5,535	791	26	\$ 84.50	44%
Overnight Camps	1	7	186	1,302	186	6	\$ 89.31	10%
Expeditions	1	14	26	364	52	2	\$ 118.75	3%
Corporate	15	5	11	171	24	1	\$ 105.53	1%
Groups and Schools	62	5	82	5,125	732	24	\$ 53.42	41%
University	0	0	-	-	-	-	-	0%
<b>TOTAL</b>			<b>1,412</b>	<b>12,497</b>	<b>1,785</b>	<b>58</b>	<b>\$ 73.54</b>	<b>100%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	76	2,280	326	11	\$ 129.83	9%
Groups and Schools	1	1	20,954	20,954	2,993	98	\$ 37.38	86%
University	13	5	91	1,229	176	6	\$ 41.80	5%
<b>TOTAL</b>			<b>21,121</b>	<b>24,463</b>	<b>3,495</b>	<b>114</b>	<b>\$ 46.22</b>	<b>100%</b>

Season Length: 7 Months  
214 Days

2009

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,146	5,729	818	27	\$ 84.50	28%
Overnight Camps	1	7	193	1,348	193	6	\$ 89.31	7%
Expeditions	1	14	39	546	78	3	\$ 118.75	3%
Corporate	15	5	14	222	32	1	\$ 105.53	1%
Groups and Schools	62	5	98	6,150	879	29	\$ 53.42	30%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,490</b>	<b>13,994</b>	<b>1,999</b>	<b>65</b>	<b>\$ 72.97</b>	<b>68%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	21	627	90	3	\$ 129.83	3%
Groups and Schools	1	1	5,762	5,762	823	27	\$ 40.00	28%
University	13	5	25	338	48	2	\$ 4.44	2%
<b>TOTAL</b>			<b>5,808</b>	<b>6,727</b>	<b>961</b>	<b>31</b>	<b>\$ 46.59</b>	<b>32%</b>

Season Length: 7 Months  
214 Days

2010

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,186	5,929	847	28	\$ 87.04	18%
Overnight Camps	1	7	199	1,395	199	7	\$ 91.99	4%
Expeditions	1	14	52	728	104	3	\$ 122.31	2%
Corporate	15	5	19	288	41	1	\$ 108.70	1%
Groups and Schools	62	5	118	7,380	1,054	34	\$ 55.02	22%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,574</b>	<b>15,720</b>	<b>2,246</b>	<b>73</b>	<b>\$ 74.48</b>	<b>47%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15	2	54	1,630	233	8	\$ 136.33	5%
Groups and Schools	1	1	14,982	14,982	2,140	70	\$ 42.00	45%
University	13	5	65	878	125	4	\$ 4.67	3%
<b>TOTAL</b>			<b>15,102</b>	<b>17,491</b>	<b>2,499</b>	<b>82</b>	<b>\$ 48.92</b>	<b>53%</b>

Season Length: 7 Months  
214 Days

# User Day Percentage by Type, Year, Month & Day (continued)

Appendix C  
Appendix D

2011

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,227	6,137	877	29	\$ 91.39	16%
Overnight Camps	1	7	206	1,444	206	7	\$ 96.59	4%
Expeditions	1	14	65	910	130	4	\$ 128.43	2%
Corporate	15.5	1	24	375	54	2	\$ 114.13	1%
Groups and Schools	62.5	1	142	8,856	1,265	41	\$ 57.77	22%
University	0	0	-	-	-	-	-	0%
<b>TOTAL</b>			<b>1,664</b>	<b>17,721</b>	<b>2,532</b>	<b>83</b>	<b>\$ 77.40</b>	<b>45%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	68	2,038	291	10	\$ 143.14	5%
Groups and Schools	1	1	18,728	18,728	2,675	88	\$ 44.10	47%
University	13.5	1	81	1,098	157	5	\$ 4.90	3%
<b>TOTAL</b>			<b>18,877</b>	<b>21,863</b>	<b>3,123</b>	<b>102</b>	<b>\$ 51.36</b>	<b>55%</b>

Season Length: 7 Months  
214 Days

2012

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,270	6,352	907	30	\$ 95.96	14%
Overnight Camps	1	7	213	1,494	213	7	\$ 101.42	3%
Expeditions	1	14	91	1,274	182	6	\$ 134.85	3%
Corporate	15.5	1	31	487	70	2	\$ 119.84	1%
Groups and Schools	62.5	1	170	10,627	1,518	50	\$ 60.66	23%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,776</b>	<b>20,234</b>	<b>2,891</b>	<b>95</b>	<b>\$ 80.85</b>	<b>44%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	82	2,445	349	11	\$ 150.30	5%
Groups and Schools	1	1	22,473	22,473	3,210	105	\$ 46.31	48%
University	13.5	1	98	1,318	188	6	\$ 5.15	3%
<b>TOTAL</b>			<b>22,652</b>	<b>26,236</b>	<b>3,748</b>	<b>123</b>	<b>\$ 53.93</b>	<b>56%</b>

Season Length: 7 Months  
214 Days

2013

## Adventure Links

	Users	User Days	Customer Volume	User Days Per Year	User Days Per Month	Users Per Day	Fee Per User Per Day	User Day Percentages by Type
Summer Programs								
Day Camps	1	5	1,315	6,574	939	31	\$ 100.76	13%
Overnight Camps	1	7	221	1,546	221	7	\$ 106.50	3%
Expeditions	1	14	121	1,699	243	8	\$ 141.59	3%
Corporate	15.5	1	41	633	90	3	\$ 125.83	1%
Groups and Schools	62.5	1	204	12,753	1,822	60	\$ 63.69	24%
University	0	0	-	-	-	-	\$ -	0%
<b>TOTAL</b>			<b>1,902</b>	<b>23,205</b>	<b>3,315</b>	<b>108</b>	<b>\$ 84.44</b>	<b>45%</b>

## Hemlock

Summer Programs								
Day Camps	0	0	-	-	-	-	\$ -	0%
Overnight Camps	0	0	-	-	-	-	\$ -	0%
Expeditions	0	0	-	-	-	-	\$ -	0%
Corporate	15.5	2	90	2,690	384	13	\$ 157.81	5%
Groups and Schools	1	1	24,720	24,720	3,531	116	\$ 48.62	47%
University	13.5	1	107	1,449	207	7	\$ 5.40	3%
<b>TOTAL</b>			<b>24,917</b>	<b>28,860</b>	<b>4,123</b>	<b>135</b>	<b>\$ 56.63</b>	<b>55%</b>

Season Length: 7 Months  
214 Days

## **Appendix E – Operating Budget**



# Summary of Financial Performance and Projections

## Appendix E

### Combined Adventure Links and Hemlock Programs

(If combined in 2008)

	Estimated						Post Combination Metrics
	Jan - Dec 08	Jan - Dec 09	Jan - Dec 10	Jan - Dec 11	Jan - Dec 12	Jan - Dec 13	
<b>Income</b>							
Summer Programs	Growth Rate:	-37%	52%	23%	22%	18%	16% Avg. Annual Growth Rate
Day Camps	467,728	484,098	516,073	560,842	609,495	662,369	18% of income
Overnight Camps	116,288	120,358	128,308	139,439	151,535	164,681	5% of income
Expeditions	43,225	64,838	89,044	116,870	171,799	240,518	7% of income
Corporate Income	314,015	104,797	253,559	334,441	425,885	504,152	14% of income
Groups and Schools	1,057,018	559,003	1,035,285	1,337,495	1,685,244	2,014,142	56% of income
University	51,357	1,502	4,099	5,380	6,779	7,830	0% of income
Merchandise Income	2,953	-	-	-	-	-	0% of income
Other	67,208	-	-	-	-	-	0% of income
<b>Total Income</b>	<b>2,119,792</b>	<b>1,334,595</b>	<b>2,026,368</b>	<b>2,494,467</b>	<b>3,050,736</b>	<b>3,593,691</b>	<b>100%</b>
<b>COGS</b>							
COGS Day Camps	239,898	248,294	252,641	273,105	295,271	319,283	48% of its income
COGS Overnight Camps	60,259	62,368	66,488	72,255	78,524	85,336	52% of its income
COGS Expeditions	18,638	27,957	38,394	50,392	74,076	103,707	43% of its income
COGS Corporate	194,526	64,144	134,704	178,065	224,114	264,066	52% of its income
COGS Groups and Schools	522,716	291,033	511,144	658,297	829,044	995,979	49% of its income
COGS University	35,259	931	2,541	3,336	4,203	4,854	62% of its income
Add'l Fixed Program Salaries	-	37,152	25,000	20,000	15,000	15,000	
COGS Merchandise	-	-	-	-	-	-	
COGS Other	-	-	-	-	-	-	
COGS Merchant Fees	35,383	22,269	33,818	41,632	50,917	59,978	1.67% of total income
<b>Total COGS</b>	<b>1,106,681</b>	<b>754,148</b>	<b>1,064,731</b>	<b>1,297,083</b>	<b>1,571,150</b>	<b>1,848,203</b>	<b>51% of total income</b>
<b>Gross Profit</b>	<b>1,013,110</b>	<b>580,448</b>	<b>961,638</b>	<b>1,197,384</b>	<b>1,479,586</b>	<b>1,745,488</b>	<b>49% of total income</b>
<b>Expenses</b>							
OH Staffing Costs (Admin staff)	674,556	416,118	616,898	756,564	797,916	840,423	
OH Facility Cost	172,437	69,417	77,672	84,948	92,892	99,314	
OH Marketing Costs (Marketing)	4,760	4,764	6,079	7,483	9,152	10,781	
General and Administrative	69,194	52,026	62,652	70,147	79,530	90,346	
<b>Total Expenses</b>	<b>920,946</b>	<b>542,325</b>	<b>763,301</b>	<b>919,142</b>	<b>979,491</b>	<b>1,040,864</b>	<b>29% of total income</b>
<b>Net Income</b>	<b>92,164</b>	<b>38,123</b>	<b>198,337</b>	<b>278,242</b>	<b>500,096</b>	<b>704,624</b>	<b>20% of total income</b>
<b>Other Expenses/Income</b>	<b>(63,236)</b>	<b>(48,933)</b>	<b>(116,146)</b>	<b>(141,672)</b>	<b>(197,200)</b>	<b>(228,982)</b>	
<b>Net Income after Other</b>	<b>28,928</b>	<b>(10,810)</b>	<b>82,191</b>	<b>136,570</b>	<b>302,896</b>	<b>475,642</b>	<b>13% of total income</b>

## Highlights

### 1. 2008 Income:

This financial statement shows 2008 as if Hemlock and Adventure Links were combined in 2008, however, that will not occur until 2009. This was done for analytical purposes only in order to show what the programs would have looked like in 2008. Obviously, if they were truly combined, similar to any typical corporate merger, you would be able to eliminate the majority of corporate OH and general and administrative staff due to duplicative efforts and this is what makes such mergers accretive.

This financial benefit of merging the two programs is reflected in subsequent years after an initial digestion of the transition.

### 2. Projected Growth Rate:

Per Adventure Links historical financials for the last 5 years, Adventure Links, alone, has grown at an average annual rate of 13%. While we have projected different growth rates for different sources of income, the overall average projected growth rate for the combined programs is also 13%. This includes a significant drop in 2009 (48% drop in Hemlock Revenue) due to the transition and a steady subsequent growth rate following the transition year as Adventure Links applies its proven management techniques to the already successful Hemlock model. We estimated drop in Hemlock Revenue in 2009 assumes we will be able to contact Hemlock clients starting July 1. Estimates suggest a further drop of 20% in 2009 revenue for each month after July 1 that a provider is not able to make Fall bookings with Hemlock Client Base.

### 3. Gross Profit:

Historical financials for Adventure Links demonstrate a consistent 44% gross profit margin after all cost of goods sold expenses such as program staff and other program related expenses. Currently, Adventure Links is well beyond its breakeven and as a result, general and administrative overhead has become relatively fixed and has tremendous additional capacity to support additional program revenues. This will translate into almost 44 cents of every dollar of additional revenue dropping to the bottom line. Hemlock, with its similar programs, provides Adventure Links a unique opportunity to increase this revenue. The resulting financial stability and strength of the combined programs makes Adventure Links an ideal "partner" for NVRPA. This financial strength projected by the combined programs will allow Adventure Links to pour considerable monies into the facilities, thus improving NVRPA's "assets". Additionally, since our proposal is a percentage of gross revenue, this financial strength ensures considerable "success" fees being distributed to NVRPA.

### 4. True Partner.

Adventure Links is a truly unique partner. Since Adventure Links would be relocating all of its facilities to the NVRPA grounds and operating its entire existing business there (as well as the Hemlock program), NVRPA can gain comfort in Adventure Links' commitment to NVRPA. Additionally, the large initial investment of over \$97,577 projected in 2009 should also demonstrate Adventure Links' commitment to NVRPA.

# **Combined Hemlock & Adventure Links Programs** **Income Statement - Estimated & Projected**

## **Appendix E**

	(Estimated)					
	Jan - Dec 08	Jan - Dec 09	Jan - Dec 10	Jan - Dec 11	Jan - Dec 12	Jan - Dec 13
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
<b>Summer Programs</b>						
Day Camps	467,728	484,098	516,073	560,842	609,495	662,369
Overnight Camps	116,288	120,358	128,308	139,439	151,535	164,681
Expeditions	43,225	64,838	89,044	116,870	171,799	240,518
Corporate Income	314,015	104,797	253,559	334,441	425,885	504,152
Groups and Schools	1,057,018	559,003	1,035,285	1,337,495	1,685,244	2,014,142
University	51,357	1,502	4,099	5,380	6,779	7,830
Merchandise Income	2,953	0	0	0	0	0
Other	67,208	0	0	0	0	0
<b>Total Income</b>	2,119,792	1,334,595	2,026,368	2,494,467	3,050,736	3,593,691
<b>Cost of Goods Sold</b>						
<b>5000 - COGS</b>						
<b>Printed Materials</b>						
Day Camps	14,066	14,558	15,520	16,866	18,329	19,919
Overnight Camps	2,145	2,220	2,367	2,572	2,795	3,038
Expeditions	797	1,196	1,643	2,156	3,169	4,437
Corporate	43,464	15,414	19,289	25,855	32,992	40,908
Groups and Schools	18,086	10,713	20,128	26,022	32,788	39,127
University	5,800	225	615	807	1,017	1,174
<b>Total Printed Materials</b>	84,358	44,327	59,561	74,278	91,090	108,604
<b>Program Expenses</b>						
Day Camps	67,154	69,504	74,095	80,523	87,508	95,099
Overnight Camps	20,575	21,295	22,701	24,671	26,811	29,137
Expeditions	9,739	14,608	20,062	26,331	38,707	54,190
Corporate	29,934	9,513	20,664	27,390	35,243	42,705
Groups and Schools	103,519	74,358	116,011	148,487	187,093	228,089
University	9,000	105	287	377	475	548
<b>Total Program Expenses</b>	239,921	189,383	253,821	307,778	375,837	449,767
<b>Staff Expenses</b>						
Day Camps	98,609	102,061	108,802	118,240	128,498	139,645
Overnight Camps	23,018	23,823	25,397	27,600	29,994	32,596
Expeditions	2,320	3,479	4,778	6,272	9,219	12,907
Corporate	105,045	30,360	80,284	105,504	133,294	154,933
Groups and Schools	287,653	132,358	266,902	346,207	436,221	516,859
University	15,407	450	1,230	1,614	2,034	2,349
Add'l Fixed Program Salaries	0	37,152	25,000	20,000	15,000	15,000
<b>Total Staff Expenses</b>	532,051	329,684	512,393	625,438	754,260	874,289
<b>Fleet Expenses</b>						
Day Camps	47,176	48,827	40,000	42,017	44,136	46,362
Overnight Camps	11,371	11,769	12,546	13,634	14,817	16,102
Expeditions	4,387	6,581	9,038	11,862	17,437	24,412
Corporate	8,252	6,262	8,160	11,000	12,000	13,000
Groups and Schools	53,591	37,232	45,928	57,590	72,153	90,373
University	1,200	38	102	135	169	196
<b>Total Fleet Expenses</b>	125,976	110,708	115,774	136,238	160,713	190,445
<b>Marketing Expenses</b>						
Day Camps	12,892	13,344	14,225	15,459	16,800	18,258
Overnight Camps	3,151	3,262	3,477	3,779	4,106	4,463
Expeditions	1,395	2,092	2,873	3,771	5,544	7,761
Corporate	7,832	2,595	6,306	8,316	10,585	12,520
Groups and Schools	59,870	36,373	62,175	79,992	100,790	121,532
University	3,852	113	307	404	508	587
<b>Total Marketing Expenses</b>	88,992	57,778	89,363	111,720	138,333	165,120
<b>Merchant Fees</b>	35,383	22,269	33,818	41,632	50,917	59,978
<b>Total COGS Day Camps</b>	239,898	248,294	252,641	273,105	295,271	319,283
<b>Total COGS Overnight Camps</b>	60,259	62,368	66,488	72,255	78,524	85,336
<b>Total COGS Expeditions</b>	18,638	27,957	38,394	50,392	74,076	103,707
<b>Total COGS Corporate</b>	194,526	64,144	134,704	178,065	224,114	264,066
<b>Total COGS Groups and Schools</b>	522,718	291,033	511,144	658,297	829,044	995,979
<b>Total COGS University</b>	35,259	931	2,541	3,336	4,203	4,854
<b>Total Add'l Fixed Program Salaries</b>	0	37,152	25,000	20,000	15,000	15,000
<b>Total COGS Merchandise</b>	0	0	0	0	0	0
<b>Total COGS Other</b>	0	0	0	0	0	0
<b>Total COGS Merchant Fees</b>	35,383	22,269	33,818	41,632	50,917	59,978
<b>Total COGS</b>	1,106,681	754,148	1,064,731	1,297,083	1,571,150	1,848,203
<b>Gross Profit</b>	1,013,110	580,448	961,638	1,197,384	1,479,586	1,745,488

## Appendix E

Expense	Jan - Dec 08	Jan - Dec 09	Jan - Dec 10	Jan - Dec 11	Jan - Dec 12	Jan - Dec 13
<b>6200 · OH Staffing Costs</b>						
6115 · Admin Staff	593,294	341,890	512,440	632,113	665,077	698,429
6116 · P/R Taxes - Admin	47,867	27,351	40,995	50,569	53,206	55,874
Benefits Programs	0	13,283	19,441	25,551	29,383	33,791
6117 · Dinner Money - Admin	9,191	13,520	18,720	20,800	20,800	20,800
6210 · Continuing Education	22,860	18,288	22,617	24,220	25,966	27,871
6240 · Staff Supplies	859	1,142	1,716	2,116	2,227	2,338
6290 · Consultants	485	645	969	1,195	1,257	1,320
<b>Total 6200 · OH Staffing Costs</b>	<b>674,556</b>	<b>416,118</b>	<b>616,898</b>	<b>756,564</b>	<b>797,916</b>	<b>840,423</b>
<b>6400 · OH Facility Cost</b>						
6410 · Rent - Facility	72,800	10,000	10,000	10,000	10,000	10,000
6420 · Grounds Maint	25,223	12,662	22,713	22,764	22,815	22,866
6440 · Buildings Maint	27,184	17,326	24,083	27,706	31,631	34,840
6450 · Waste Disposal	9,911	3,499	2,882	3,617	4,466	5,228
6460 · Gas and Electric	11,662	8,753	7,384	8,990	10,744	12,062
6470 · Telephone	12,477	9,670	4,932	5,115	5,304	5,501
6480 · Equipment Repairs	12,923	7,315	5,422	6,500	7,676	8,561
6485 · OH Equip Rentals	176	132	176	176	176	176
6490 · Inspections	80	60	80	80	80	80
<b>Total 6400 · OH Facility Cost</b>	<b>172,437</b>	<b>69,417</b>	<b>77,672</b>	<b>84,948</b>	<b>92,892</b>	<b>99,314</b>
<b>6700 · OH Marketing Costs</b>						
6780 · Web Site	4,760	4,764	6,079	7,483	9,152	10,781
<b>Total 6700 · OH Marketing Costs</b>	<b>4,760</b>	<b>4,764</b>	<b>6,079</b>	<b>7,483</b>	<b>9,152</b>	<b>10,781</b>
<b>7000 · General and Administrative</b>						
7010 · Accounting & Bookkeeping	10,327	4,314	3,512	4,115	4,907	5,878
7020 · General Office Admin	120	1,250	60	60	60	60
7030 · Business License & Registration	260	130	130	130	130	130
7040 · Office Supplies	7,065	5,407	7,298	7,442	7,588	7,738
7060 · Internet Service	3,595	2,416	3,055	3,101	3,147	3,194
7090 · Dues and Subscriptions	2,852	4,085	4,683	5,486	6,543	7,838
7100 · Ins - Commercial Pckg	17,923	11,584	14,337	14,595	14,858	15,125
7200 · Meals & Entertainment	2,427	3,314	5,224	6,360	7,737	9,147
7250 · Familiarization Trips	280	210	280	280	280	280
7300 · Computer & Software Maint	4,946	5,064	5,224	6,360	7,737	9,147
7400 · Database Development	19,400	14,254	18,849	22,218	26,542	31,808
<b>Total 7000 · General and Administrative</b>	<b>69,194</b>	<b>52,026</b>	<b>62,652</b>	<b>70,147</b>	<b>79,530</b>	<b>90,346</b>
<b>Total Expense</b>	<b>920,946</b>	<b>542,325</b>	<b>763,301</b>	<b>919,142</b>	<b>979,491</b>	<b>1,040,864</b>
<b>Net Ordinary Income</b>	<b>92,164</b>	<b>38,123</b>	<b>198,337</b>	<b>278,242</b>	<b>500,096</b>	<b>704,624</b>
<b>Other Income/Expense</b>						
<b>Other Income</b>						
8000 · Other Income						
8100 · Miscellaneous Income	229	229	229	229	229	229
8300 · Dividend Income	15,328	15,328	15,328	15,328	15,328	15,328
<b>Total 8000 · Other Income</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>
<b>Total Other Income</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>	<b>15,557</b>
<b>Other Expense</b>						
9000 · Other Expenses						
9090 · Miscellaneous Expense	0	0	0	0	0	0
9200 · Depreciation Expense	6,000	6,000	9,952	11,658	13,904	16,655
9300 · Section 179 Depr Exp	19,300	19,300	13,464	15,772	18,812	22,534
9400 · Charitable Contributions	300	300	300	300	300	300
9500 · Interest Expense	214	214	585	686	818	980
9600 · Gifts	50	50	50	50	50	50
9700 · Penalties	722	722	722	722	722	722
9800 · Officers Salary	20,000	0	0	0	0	0
9820 · Health Ins - Officers	0	14,510	15,236	15,997	16,797	17,637
9990 · Professional Fees-Projects	28,813	20,000	20,000	25,000	25,000	25,000
9991 · Legal Fees	2,157	2,157	9,366	10,972	13,086	15,676
NVRPA Compensation		0	60,791	74,834	122,029	143,748
9992 · Land Development	1,238	1,238	1,238	1,238	1,238	1,238
<b>Total 9000 · Other Expenses</b>	<b>78,793</b>	<b>64,490</b>	<b>131,704</b>	<b>157,229</b>	<b>212,757</b>	<b>244,539</b>
<b>Total Other Expense</b>	<b>78,793</b>	<b>64,490</b>	<b>131,704</b>	<b>157,229</b>	<b>212,757</b>	<b>244,539</b>
<b>Net Other Income</b>	<b>(63,236)</b>	<b>(48,933)</b>	<b>(116,146)</b>	<b>(141,672)</b>	<b>(197,200)</b>	<b>(228,982)</b>
<b>Net Income</b>	<b>28,928</b>	<b>(10,810)</b>	<b>82,191</b>	<b>136,570</b>	<b>302,896</b>	<b>475,642</b>



## Overhead Payroll & Benefits

(Operational staff in COGS)

## Appendix E

### Adventure Links

	2008	2009	3% 2010	3% 2011	3% 2012	3% 2013
Pres of Strategy & Corp. Acct'n Mngr	-	60,000	80,000	100,000	110,000	120,000
VP of Finance and Data	-	60,000	80,000	100,000	110,000	120,000
VP of Strategy and Marketing	39,416	39,416	45,000	46,350	47,741	49,173
VP of Operations	39,416	39,416	40,598	41,816	43,071	44,363
Program Director 1	28,600	29,458	30,342	31,252	32,190	33,155
Staff Director (Scott)	15,190	28,600	32,000	32,960	33,949	34,967
Facility & Fleet Director	-	20,000	20,600	21,218	21,855	22,510
Marketing Director/Analyst	-	-	-	40,000	41,200	42,436
CIO/Tech Developer(part time)	-	-	20,000	20,600	21,218	21,855
<b>Total Base Compensation</b>	<b>122,622</b>	<b>276,890</b>	<b>348,540</b>	<b>434,196</b>	<b>461,222</b>	<b>488,459</b>
<b>Benefits</b>						
Healthcare Plan Monthly Cost	350	403	463	532	612	704
Annual Cost	4,200	4,830	5,555	6,388	7,346	8,448
Employee Contribution %	50%	50%	50%	50%	50%	50%
Number of People w/ Healthcare	-	4	4	5	5	5
<b>Total Company Annual Healthcare Cost</b>	<b>-</b>	<b>9,660</b>	<b>11,109</b>	<b>15,969</b>	<b>18,365</b>	<b>21,119</b>

### Hemlock

	2008	2009	3% 2010	3% 2011	3% 2012	3% 2013
CEO	100,000	-	-	-	-	-
CFO/CIO	100,000	-	-	-	-	-
COO	100,000	-	-	-	-	-
Operations Assistant	40,000	40,000	41,200	42,436	43,709	45,020
Program Director 2	40,000	40,000	41,200	42,436	43,709	45,020
Maintenance/Staff Training	35,000	-	-	-	-	-
Facility Manager	50,000	50,000	51,500	53,045	54,636	56,275
Assistant Corporate Account Manager	-	-	30,000	60,000	61,800	63,654
	-	-	-	-	-	-
<b>Total Base Compensation</b>	<b>465,000</b>	<b>130,000</b>	<b>163,900</b>	<b>197,917</b>	<b>203,855</b>	<b>209,970</b>
<b>Benefits</b>						
Healthcare Plan Monthly Cost	350	403	463	532	612	704
Annual Cost	4,200	4,830	5,555	6,388	7,346	8,448
Employee Contribution %	50%	50%	50%	50%	50%	50%
Number of People w/ Healthcare	-	3	3	3	3	3
<b>Total Company Annual Healthcare Cost</b>	<b>-</b>	<b>7,245</b>	<b>8,332</b>	<b>9,582</b>	<b>11,019</b>	<b>12,672</b>

## **Appendix F - Improvements**

# Capitalized Improvements Schedule

<b>Furniture &amp; Fixtures</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Bunk Beds (48@\$200 ea)	9,600				
Office Furniture	5,000	500	500	500	500
Air Conditioning Units	500	500	500	500	500
Phone System		5,000			
Radio and supporting equip.		8,000			
<b>TOTAL</b>	<b>15,100</b>	<b>14,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Computer Equipment</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Computers & Networking	7,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>7,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Improvements to Buildings/Land</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Roadwork	2,500	1,000	1,000	1,000	1,000
Roof replacement (1 per yr)	10,977	10,977	10,977	10,977	10,977
Storage Facility	24,000	12,000	12,000		
Facility Cleanup	5,000	2,500	5,000	2,500	5,000
Parking lot for Buses	10,000	5,000			
Move and rebuild platform tents	5,000	5,000	5,000	5,000	
Ropes Course Elements			5,000	5,000	5,000
<b>TOTAL</b>	<b>57,477</b>	<b>36,477</b>	<b>38,977</b>	<b>24,477</b>	<b>21,977</b>
<b>Vehicles and Trailers</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
New buses		5,000	10,000	10,000	5,000
Company vehicles		3,000	3,000	5,000	3,000
<b>TOTAL</b>	<b>-</b>	<b>8,000</b>	<b>13,000</b>	<b>15,000</b>	<b>8,000</b>
<b>Gear and Equipment</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Environmental Education Equipment	8,000	2,000	2,000	1,000	1,000
Helmets	2,500	300	300	300	300
Ropes	2,500	500	500	500	500
Harnesses	2,500	300	300	300	300
Miscellaneous RC	2,500				
<b>TOTAL</b>	<b>18,000</b>	<b>3,100</b>	<b>3,100</b>	<b>2,100</b>	<b>2,100</b>
<b>Total Capitalized Investments</b>	<b>97,577</b>	<b>54,577</b>	<b>44,077</b>	<b>28,577</b>	<b>26,077</b>

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## **Appendix G – Project Financing**

## Appendix G

### Project Financing Plan

1. Executive Summary. Similar to the Hemlock programs, Adventure Links is an extremely successful operator of team development courses and in addition, provides additional complementary services which could augment the already successful Hemlock program. In 2008, Adventure Links had \$929,152 in total income with \$79,953 in net income before unusual income and expenses. If Hemlock and Adventure Links were combined in 2008, the combined programs would have had total income of over \$2.1 million. As would be typical of any combination or merger of this type, the majority of general and administrative expenses from one program could be eliminated due to a "duplication of efforts". This elimination of general and administrative expenses would result in considerable increases in net income.

In addition, Adventure Links believes it can grow the Hemlock program, while simultaneously growing its similar programs. Per Adventure Links historical financials for the last 5 years, Adventure Links, alone, has grown at an average annual rate of 13%. The overall projected growth rate for the combined programs is also 13%. This includes a forecasted significant drop in 2009 (45% drop in Hemlock Revenue) due to the transition and a steady subsequent growth rate following the transition year as Adventure Links applies its proven management techniques to the already successful Hemlock model.

Historical financials for Adventure Links demonstrate a consistent 44% gross profit margin after all costs of goods sold expenses such as program staff and other direct program related expenses. Currently, Adventure Links is well beyond its breakeven and as a result, general and administrative overhead has become relatively fixed and has tremendous additional capacity to support additional program revenues. This will translate into almost 44 cents of every dollar of additional revenue dropping to the bottom line. Hemlock, with its similar programs, provides Adventure Links a unique opportunity to increase this revenue. The resulting financial stability and strength of the combined programs makes Adventure Links an ideal "partner" for NVRPA. This financial strength projected by the combined programs will allow Adventure Links to pour considerable monies into the facilities, thus improving NVRPA's "assets". Additionally, since our proposal is a percentage of gross revenue, this financial strength ensures considerable "success fees" being distributed to NVRPA.

Adventure Links is a truly unique partner. Since Adventure Links would be relocating all of its facilities to the NVRPA grounds and operating its entire existing business there (as well as the Hemlock program), NVRPA can gain comfort in Adventure Links' commitment to NVRPA whereas other suitors may be solely in pursuit of client lists from the Hemlock program. Adventure Links needs new "park facilities" and thus, Adventure Links understands the true value of a partnership with NVRPA. Finally, a large initial

investment of over \$97,000 in 2009 as projected in our capitalized improvement plan should also demonstrate Adventure Links' commitment to NVRPA.

2. Project Financial Needs. Adventure Links has a tremendous advantage over other potential operators in that it can relocate most of its existing equipment and facilities to the NVRPA grounds and use such equipment to both operate the Hemlock program as well as its other programs. This advantage lowers Adventure Links' required "start up" expenses. Despite this advantage, Adventure Links does project a loss of (\$10,810) for 2009 for the combined programs. In addition to this net operating loss, Adventure Links will have to make considerable capitalized equipment purchases and improvements to NVRPA's facilities. The projected capitalized costs in 2009 are as follows:

Bunk Beds (48 at \$200 each)	\$ 9,600
Office Furniture	\$ 5,000
Airconditioning Units	\$ 500
Computer and Networking Equip.	\$ 7,000
Roadwork	\$ 2,500
Roof Replacements (1 per year)	\$ 10,977
Construct Storage Facility	\$ 24,000
Facility Cleanup	\$ 5,000
Parking Lot for Buses	\$ 10,000
Move and rebuild platform tents	\$ 5,000
Environmental and Edu. Equip.	\$ 8,000
Helmets	\$ 2,500
Ropes	\$ 2,500
Harnesses	\$ 2,500
Miscellaneous RC	\$ 2,500
TOTAL Capitalized in 2009	\$ 97,577

While we project additional costs in subsequent years (such as additional roof replacements), those costs can be managed through free cash flow from the business operations. In summary, Adventure Links will need \$108,387 in capital to initiate the new combined Hemlock and Adventure Links program on the NVRPA grounds. For capital investments made by Adventure Links of which the useful life of such assets (per standard depreciation schedules) extends beyond the initial contract term, Adventure Links would like an offset against its fees due to NVRPA for the year in which the capital investment is made.

3. Funding Sources. As you can see from the strength of Adventure Links' balance sheet, Adventure Links will not need bank financing nor investor support in order to execute the movement of its operations to the NVRPA grounds and the subsequent adoption of the Hemlock program into its current operations. At the end of 2008, Adventure Links had \$194,657 in bank accounts along with \$137,163 in Morgan Stanley



investments, for combined liquid assets of \$331,820. With this said, Adventure Links will be able to fund the initial startup costs (\$108,387) of this project internally.

4. Success Fees to NVRPA. Adventure Links proposes the following schedule of fees to NVRPA:

<u>Revenue Range</u>	<u>Percentage of Gross Paid to NVRPA</u>
\$0 - \$1,000,000	1.0%
\$1,000,001 - \$1,500,000	2.0%
\$1,500,001 - \$1,750,000	2.5%
\$1,750,001 - \$2,000,000	3.0%
\$2,000,001 - \$2,500,000	3.0%
\$2,500,001 - \$3,000,000	3.5%
\$3,000,001 - \$5,000,000+	4.0%

5. Projected fees to NVRPA Based on Financial Projections.

<u>Year</u>	<u>Revenue</u>	<u>Fees to NVRPA</u>	<u>Capital Investment Offsets</u>	<u>Net Fee to NVRPA</u>	<u>Adventure Links Net Income</u>
2009	\$ 477,655	\$ 4,777	\$10,977	\$ 0	(\$10,810)
2010	\$2,026,368	\$ 60,791	\$ 0	\$ 60,791	\$ 82,191
2011	\$2,494,467	\$ 74,834	\$ 0	\$ 74,834	\$136,570
2012	\$3,050,736	\$122,029	\$ 0	\$122,029	\$302,896
2013	\$3,593,691	\$143,748	\$ 0	\$143,748	\$475,642



## **Appendix MP-A**

### **KPI's**

**% Return Summer & Group/Organizational Clients  
% of Multi vs. Single Day Users**

Appendix MP-A

2008				
<b>% of Multi vs. Single Day Users</b>				
Adventure Links	Program Volume	Program Volume Percent by Program Type	Used Days Per Year By Program Type	User Day Percent by Program Type
Non-Summer Camp				
Single Day	50	62%	2,393	48%
Multi-Day	31	38%	2,590	52%
<b>Total</b>	<b>81</b>		<b>4,983</b>	

<b>% Return Summer</b>			
Summer	Participants Enrolled for More Than 1 Year	Households Who have Participated, Have Children of Age 8 & Who Still Reside in Local Area	Percent Return Client
2006	337	442	76%
2007	614	831	74%
2008	612	818	75%

<b>% Return Group/Organizational Clients</b>				
Group/Organizational Client Duration (YRS)	Number of Clients Per Duration Period	Revenue Per Duration Type	% of Client Base	Percent of Gross Revenue
1	102	297,167	63%	11%
2+	61	2,527,912	37%	89%
5+	14	2,036,457	9%	72%
<b>3 Yr Contract Partners</b>	<b>14</b>	<b>1,721,694</b>	<b>9%</b>	<b>61%</b>
<b>Total</b>	<b>163</b>	<b>2,825,079</b>		

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## **Appendix MP-B**

### **Expense Distribution**

# Marketing Distribution Expenses By Type

Appendix MP-B

	2008	2009	2010	2011	2012	2013
<b>Printed Materials</b>						
Day Camps	14,066	14,558	15,520	16,866	18,329	19,919
Overnight Camps	2,145	2,220	2,367	2,572	2,795	3,038
Expeditions	797	1,196	1,643	2,156	3,169	4,437
Corporate	43,464	15,414	19,289	25,855	32,992	40,908
Groups and Schools	18,086	10,713	20,128	26,022	32,788	39,127
University	5,800	225	615	807	1,017	1,174
<b>Total Printed Materials</b>	<b>84,358</b>	<b>44,327</b>	<b>59,561</b>	<b>74,278</b>	<b>91,090</b>	<b>108,604</b>
<b>Marketing Expenses</b>						
Day Camps	12,892	13,344	14,225	15,459	16,800	18,258
Overnight Camps	3,151	3,262	3,477	3,779	4,106	4,463
Expeditions	1,395	2,092	2,873	3,771	5,544	7,761
Corporate	7,832	2,595	6,306	8,316	10,585	12,520
Groups and Schools	59,870	36,373	62,175	79,992	100,790	121,532
University	3,852	113	307	404	508	587
<b>Total Marketing Expenses</b>	<b>88,992</b>	<b>57,778</b>	<b>89,363</b>	<b>111,720</b>	<b>138,333</b>	<b>165,120</b>
<b>Total Combined Marketing Expenses</b>	<b>173,350</b>	<b>102,104</b>	<b>148,924</b>	<b>185,998</b>	<b>229,423</b>	<b>273,724</b>

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## **Appendix MP-C**

### **Revenue Goals**

**Combined Hemlock & Adventure Links Programs**  
**Income Statement - Estimated & Projected**

**Appendix MP-C**

**Total Combined Revenue (Merchandise & Other Not Included)**

<b>Ordinary Income/Expense</b>						
<b>Income</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Summer Programs</b>						
Day Camps	467,728	484,098	516,073	560,842	609,495	662,369
Overnight Camps	116,288	120,358	128,308	139,439	151,535	164,681
Expeditions	43,225	64,838	89,044	116,870	171,799	240,518
Corporate Income	314,015	104,797	253,559	334,441	425,885	504,152
Groups and Schools	1,057,018	559,003	1,035,285	1,337,495	1,685,244	2,014,142
University	51,357	1,502	4,099	5,380	6,779	7,830
Merchandise Income	2,953	0	0	0	0	0
Other	67,208	0	0	0	0	0
<b>Total Income</b>	<b>2,119,792</b>	<b>1,334,595</b>	<b>2,026,368</b>	<b>2,494,467</b>	<b>3,050,736</b>	<b>3,593,691</b>

**Revenue (Merchandise & Other Not Included)**

<b>Adventure Links</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Summer Programs</b>						
Day Camps	\$ 467,728	\$ 484,098	\$ 516,073	\$ 560,842	\$ 609,495	\$ 662,369
Overnight Camps	\$ 116,288	\$ 120,358	\$ 128,308	\$ 139,439	\$ 151,535	\$ 164,681
Expeditions	\$ 43,225	\$ 64,838	\$ 89,044	\$ 116,870	\$ 171,799	\$ 240,518
Corporate	\$ 17,993	\$ 23,391	\$ 31,321	\$ 42,753	\$ 58,358	\$ 79,658
Groups and Schools	\$ 273,757	\$ 328,509	\$ 406,037	\$ 511,606	\$ 644,624	\$ 812,226
University	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total F</b>	<b>\$ 918,991</b>	<b>\$ 1,021,194</b>	<b>\$ 1,170,782</b>	<b>\$ 1,371,510</b>	<b>\$ 1,635,810</b>	<b>\$ 1,959,452</b>

<b>Hemlock</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Summer Programs</b>						
Day Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overnight Camps	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expeditions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Income	\$ 296,022	\$ 81,406	\$ 222,239	\$ 291,688	\$ 367,527	\$ 424,494
Groups and Schools	\$ 783,261	\$ 230,494	\$ 629,249	\$ 825,889	\$ 1,040,620	\$ 1,201,916
University	\$ 51,357	\$ 1,502	\$ 4,099	\$ 5,380	\$ 6,779	\$ 7,830
<b>Total F</b>	<b>\$ 1,130,640</b>	<b>\$ 313,402</b>	<b>\$ 855,586</b>	<b>\$ 1,122,957</b>	<b>\$ 1,414,926</b>	<b>\$ 1,634,240</b>



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## **Appendix MP-D**

### **Quarterly Tactical**

## **Appendix MP-D: Quarterly Implementation Tactical Outline**

### **Quarterly Implementation Tactical Outline**

#### **First Quarter Marketing Actions**

- Brochure Mailing
- Management of new website data launched in the prior year fourth quarter
- Design and Implementation of Signs, Flyers, Print Advertising
- Distribution of Round One flyers to Loudoun and Fairfax County Schools
- Review and implementation of all text in partnering organization publications
- Email marketing campaigns to announce opening of summer registration and promotional discounts
- Camp Fair Attendance
- Job Fair Attendance

#### **Second Quarter Marketing Actions**

- Distribution of Round Two flyers to Loudoun and Fairfax County Schools
- Camp Fair Attendance
- Job Fair Attendance
- Earth Day Events
- Open House Events, hosting and Official Launch to Showcase Partnership
  - School, Groups, and Special Interest Event
  - Corporate Events Open House
  - Entrepreneur's Annual Picnic host
  - Off-site conference activity for annual Entrepreneur's Organization
  - 'Nerve 2009 Regional Conference' which attracts successful entrepreneurs from the Mid-Atlantic, Northeast and Southeast
- Stewardship Events
- Targeted email campaigns
- Adjustment of online data to reflect full programs and waiting list options to parents
- Merchandise availability online
- Merchandise sales at all camp pick-up and drop-off locations
- Parent-Child Weekends
- Family Barbeque Award Event to follow each overnight
- Staff Surveys and Evaluations

#### **Third Quarter Marketing Actions**

- Promotional Corporate Open House
- Footage and photo capture for website, publications and video
- Positioning for Spring Group programming online marketing strategies
- Camper and Parent Surveys
- Review of County and partner surveys to prepare following year's programming
- Analysis of enrollment and tactical camp changes for following year
- Stewardship Events
- Merchandise availability online

- Merchandise sales at all camp pick-up and drop-off locations
- Parent-Child Weekends
- Family Barbeque Award Event to follow each overnight
- Staff Surveys and Evaluations

#### **Fourth Quarter Marketing Actions**

- Review and development of all new program itineraries
- Evaluation and action plan with each County partner, camp group re-seller entity, and Summer Contract Programs
- Evaluation of all camper, parent and staff surveys
- Stewardship Events
- Adjustment of all online marketing data to launch Fall contract program advertising for following year
- Design Summer Camp Brochure
- Analysis of all camper registrations and development of strategic geographic and programmatic summer schedule
- Propose the expansion of Summer contract programming within our group sales
- Prepare the launch of the following year's online data, schedule, promotional information

## **Appendix MP-E**

### **Sample Material**



# ultimate adventure

Fairfax County Park Authority

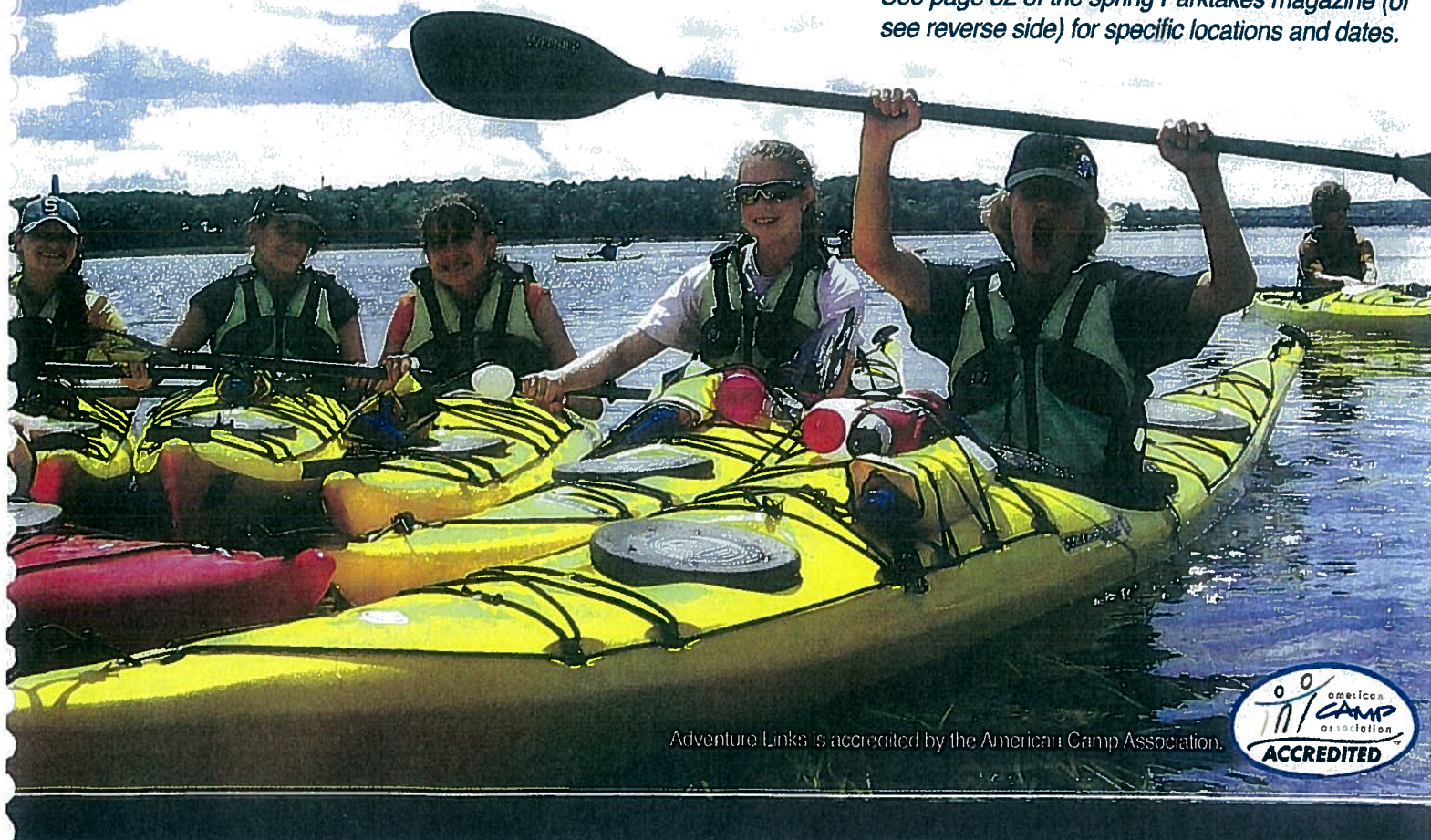
SUMMER 2009

ages 8-14

**Activities Include:**

- Team Challenge Course • Kayaking
- Backpacking • Caving • Camping
- Shelter Building • Rock Climbing
- Friction Fire Making • Canoeing
- Rafting • Friends • **Fun!**

*See page 52 of the spring Parktakes magazine (or see reverse side) for specific locations and dates.*



Adventure Links is accredited by the American Camp Association.





# ultimate adventure



## Designed with every adventurer in mind

Each Ultimate Adventure Camp, offered by Adventure Links packs fun, friends, and adventure sports into one camp!

### Goals:

- Boost Confidence
- Increase Self-Reliance
- Assist in Skill Development
- Build Friendships
- Expand Sense of Community
- Enrich Environmental Education

### Program Details:

- Fees: \$415 per program  
\* \$334 for 6/29-7/2 M-TH Camp  
(Register by May 29th and save \$10)
- Length: 5 days  
(Monday through Friday)
- Time: 8am-5pm

## 8-10 YEARS

Oak Marr Rec Center  
142 220 3601 6/15-6/19  
142 220 3602 7/20-7/24  
142 220 3603 8/10-8/14

South Run Rec Center  
167 220 3601 7/06-7/10  
167 220 3602 8/3-8/07  
1672203603 8/24-8/28

Spring Hill Rec Center  
175 220 3601 6/15-6/19  
175 220 3602 7/6-7/10  
175 220 3603 8/31-9/4

Cub Run Rec Center  
192 220 3601 6/22-6/26  
192 220 3602 7/13-7/17  
192 220 3603 8/17-8/21

Frying Pan  
282 220 3601 6/29-7/2 \*  
282 220 3602 7/27-7/31

## 11-14 YEARS

Oak Marr Rec Center  
142 220 6601 6/15-6/19  
142 220 6602 7/20-7/24  
142 220 6603 8/10-8/14

South Run Rec Center  
167 220 6601 7/6-7/10  
167 220 6602 8/3-8/7  
167 220 6603 8/24-8/28

Spring Hill Rec Center  
175 220 6601 6/15-6/19  
175 220 6602 7/6-7/10  
175 220 6603 8/31-9/4

Cub Run Rec Center  
192 220 6601 6/22-6/26  
192 220 6602 7/13-7/17  
192 220 6603 8/17-8/21

Frying Pan  
282 220 3601 6/29-7/2 \*  
282 220 3602 7/27-7/31

Fairfax County Park Authority pickup sites and program dates are listed above. Please see spring Parktakes magazine page 52 for Park Authority policies on refunds and transfers.



## To REGISTER:

Call (703) 222-4664, or enroll online at [www.fairfaxcounty.gov/parks/parktakes](http://www.fairfaxcounty.gov/parks/parktakes)  
For Program details, please call 800-877-0954

Accommodations: If participation accommodations or alternative formats are needed in accordance with the Americans with Disabilities Act, please call (703)324-8563 at least 10 working days in advance of the date needed. TTY (703)803-3354





# GET OUTSIDE



**AdventureLinks.net**

Schedule and registration available online

(800) 877-0954

## SUMMER 2009

### DAY camps

2 Different Camp Designs

Ages 8-10 & 11-14 COED Mon-Fri

Transportation Available throughout Northern Virginia

Select weeks available in: Ashburn, Arlington, Chantilly, Falls Church, Herndon, Leesburg, McLean, Oakton, Purcellville, Reston and The Plains

### OVERNIGHT camps

3 Incredible Itineraries

Outdoor Experiences Overnight

Ages 11-14 COED

7 Day Traveling Camps: Sun-Sea

NEW for  
2009!

### TEEN expeditions

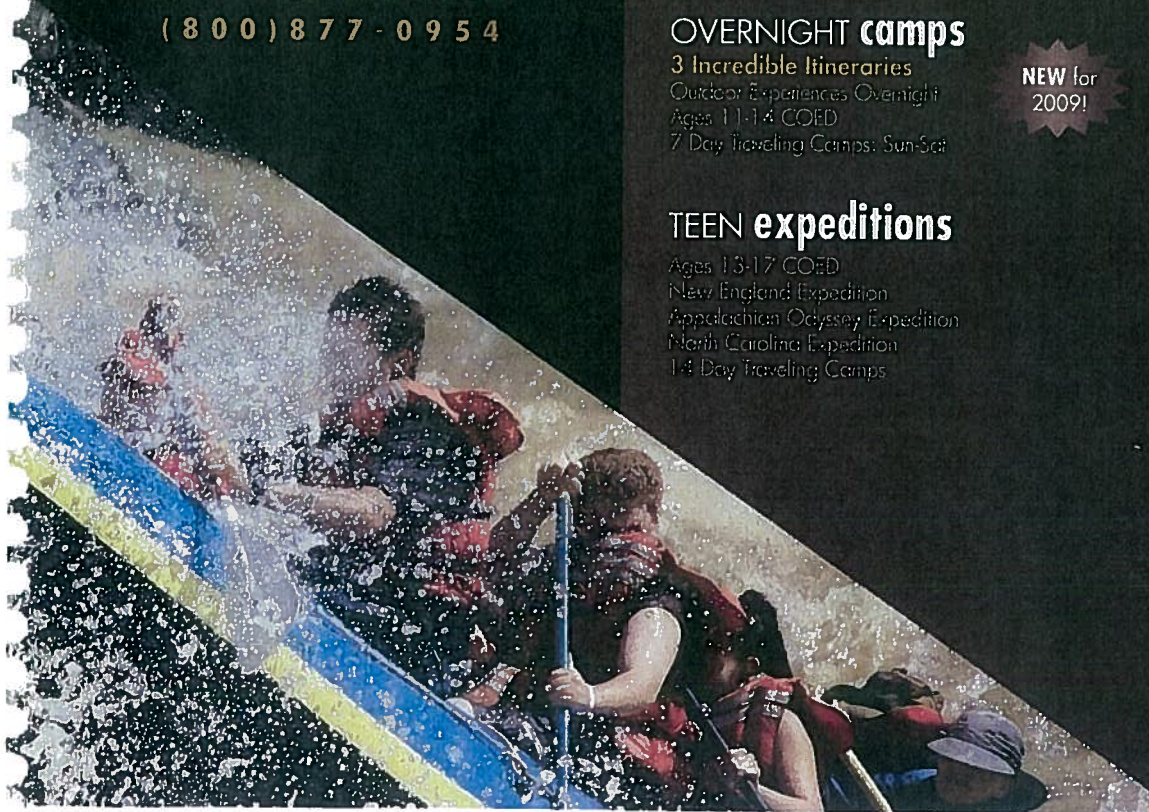
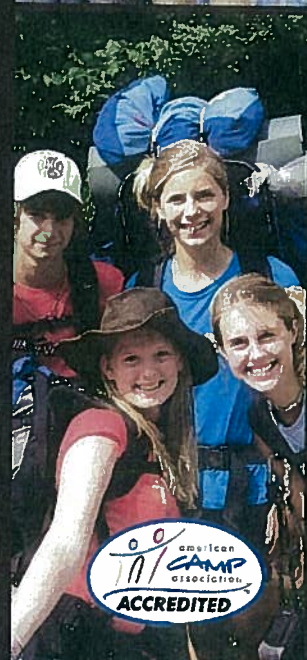
Ages 13-17 COED

New England Expedition

Appalachian Odyssey Expedition

North Carolina Expedition

14 Day Traveling Camps





## **Appendix MP-F**

### **Networking Exec. Education**

## **Appendix MP-F: Networking and Executive Education Summary**

### **Entrepreneurs Organization**

- Membership
  - Access to international executives and leadership
    - 7,000 members worldwide in 38 countries
  - Monthly business strategy speakers, cutting edge presentations and access to resources to maximize business capabilities and apply results driven actions
- Global training, networking and leadership opportunities
  - Training and Executive Education attended 2007-2009:
    - Maximizing High Stakes Negotiations- Dr. Victoria Medvec
    - The Art of Customer Service- John Dijulius
    - The Power of “Why” with Simon Sinek
    - Delivering Extraordinary Bottom Line- Bob Prosen
    - Biggest Opportunity Business Ever Faced- Verne Harnish
    - Increasing the Value of Your Business - Mike Meegan and Jeff Walsh, Watkins, Meegan
    - Hypergrowth Strategies that Work- Cameron Herold
    - The Secrets of Morton’s Success- President Thomas Baldwin
    - Lean: Preferred Process Used by Toyota- Guy C. Parsons
    - Seth Godin- bestselling author, agent of change in marketing strategy
    - Reality Based Marketing Strategy- Eric Keiles
- Leadership
  - Member of 2008/2009 and 2009/2010 Executive Board of Directors
    - Global Leadership Attendance- San Francisco (2008), New Orleans (2009)
  - Nationally recognized executive speakers and breakout sessions
    - Simon Sinek
    - Kenneth Blanchard- author of Five Minute Manager
    - Founder of Craig’s List

### **Business Advisory Board Member- Elizabeth Scott Consulting 2009-2010**

- Strategic sessions with nine high level executives and leaders in greater DC area
- Business relationships within non-profit, banking, IT and privately held sectors

### **Bank of America**

- Business to Business Networking Events
- Strategic Business Introduction Luncheons
- Executive Presentations
  - Chief Economist- “State of the Economy Address”
  - Green Business, Construction and Architecture

### **Network of Entrepreneurial Women Member**

- Quarterly networking and learning events focused on supporting women entrepreneurs
  - Financing Strategies
  - Marketing Strategies
  - IT integration

### **National Association of Women Business Owners**

- Monthly, quarterly and annual events focused on strategic business introductions and executive learning events targeted to current conditions
  - Navigating the Difficult Economy- Expert Panel
    - Marketing
    - Financing
    - Strategic Partnerships

### **Women in Technology**

- Corporate, Entrepreneur and Government Leadership sessions
- Monthly networking sessions
- Integrating business, politics, technology, and media into business strategies

### **E Women Network**

- Connecting area women in business to business networking sessions
- Strategic business topic and keynote presentations